

## EURAXESS

### GAP Analysis (Charter and Code Checklist)

**Case number**

2021AM610781

**Name Organisation under review**

Yerevan State University

**Organisation's contact details**

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**Date endorsement charter and code**

02/03/2021

**Submission date to the European Commission**

26/09/2023

#### GAP Analysis overview

The Charter and Code provides the basis for the Gap analysis. In order to aid cohesion, the 40 articles have been renumbered under the following headings. Please provide the outcome of your organisation's GAP analysis below. If your organisation currently does not fully meet the criteria, please list whether national or organisational legislation may be limiting the Charter's implementation, initiatives that have already been taken to improve the situation or new proposals that could remedy the current situation. In order to help the organisation's recruitment strategy, a specific self-assessment checklist is provided for Open, Transparent and Merit-Based Recruitment.

#### European Charter for Researchers and Code of Conduct for the Recruitment of Researchers : GAP analysis overview

- **Status** : to what extent does this organisation meet the following principles?
- **Implementation** (++, +/-, -/+, --) :
  - ++ fully implemented

- +/- almost but not fully implemented
  - -/+ partially implemented
  - -- insufficiently implemented
- **GAP** : In case of --, -/+, or +/-, please **indicate the actual “gap”** between the principle and the current practice in your organisation.
  - **Implementation impediments** : If relevant, please list any national/regional legislation or organisational regulation currently impeding implementation.
  - **Initiatives undertaken/new proposals** : If relevant, please list any initiatives that have already been taken to improve the situation and/or new proposals that could remedy the current situation.

**Status**

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**Ethical and Professional Aspects**

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**Status**

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**1. Research freedom**

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**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>Yerevan State University recognizes the fundamental right to academic and research freedom, as stipulated in the Constitution of the Republic of Armenia. Article 38, point 3 of the constitution (available at: Constitution of the Republic of Armenia) grants universities the right to self-governance, as well as the right to academic and research freedom. Yerevan State University has explicitly acknowledged the need for quality research and innovation in its strategic plan for 2016-2020 (available at: YSU Strategic Development Plan 2016-2020). Point 2 of the strategic plan highlights the significance of research freedom, emphasizing its crucial role in fostering a vibrant academic environment. This commitment reinforces YSU's dedication to promoting a research culture that values intellectual autonomy and exploration. Furthermore, Yerevan State University, in collaboration with various departments, has developed a new version of the strategic plan that continues to prioritize research freedom. Although the updated strategic plan is not yet available online, the university's commitment to this principle is reaffirmed through this ongoing process of strategic planning and development. To assess the current state of research freedom at Yerevan State University, a survey was conducted at the end of 2021, encompassing 40 principles for the Gap Analysis. The results of the survey demonstrated a strong consensus, with nearly 90% of respondents expressing confidence in Yerevan State University's support for the freedom of research for both researchers and scientists. This high level of affirmation reflects the university's efforts to foster an environment where researchers can freely pursue their scholarly interests and contribute to the advancement of knowledge. By explicitly recognizing research freedom in its strategic plans, aligning with constitutional provisions, and garnering positive feedback from the survey, Yerevan State University demonstrates its firm commitment to</p>	<p>Yerevan State University (YSU) is actively exploring new proposals to enhance research freedom and foster an environment conducive to innovative and boundary-pushing scholarly pursuits. These proposals aim to provide researchers with increased autonomy and support, empowering them to explore novel avenues of inquiry and make significant contributions to their respective fields. Several specific initiatives have been put forth to advance this goal: Enhanced Collaboration Opportunities: YSU recognizes the importance of collaboration in driving impactful research outcomes. To facilitate interdisciplinary and cross-institutional collaborations, the university is proposing the establishment of dedicated research centers and institutes. These collaborative spaces would serve as hubs for researchers from different disciplines to come together, exchange ideas, and embark on joint research projects. By encouraging collaboration, YSU aims to foster an environment where researchers can freely engage in multidisciplinary exploration and leverage collective expertise. Streamlined Ethical Review Processes: YSU is actively reviewing and proposing modifications to its ethical review processes to streamline and expedite the approval procedures for research projects. The aim is to strike a balance between maintaining high ethical standards and minimizing bureaucratic hurdles that may impede research progress. By simplifying and optimizing these processes, YSU seeks to provide researchers with greater freedom and flexibility to pursue their research inquiries while ensuring compliance with ethical guidelines. Research Mentoring Programs: YSU recognizes the value of mentorship in nurturing emerging researchers and fostering a culture of research excellence. As part of the proposed initiatives, the university aims to establish research mentoring programs that pair experienced faculty members with early-career researchers (We have already opened Academic Writing Center, but other centers will be created too). These mentorship opportunities would provide guidance, support, and valuable insights to young researchers, empowering them to navigate the research landscape with confidence and further contribute to their fields. Open Access and Knowledge Sharing: YSU recognizes the importance of open access to research findings and the dissemination of knowledge. As part of its proposals, the university is exploring ways to promote open access publishing and sharing of research outputs. This includes supporting researchers in publishing their work in reputable open access journals and establishing institutional repositories to preserve and make research outputs accessible to the wider academic community. By advocating for open access, YSU aims to promote the free</p>

**Status**

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Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	upholding the principles of academic and research freedom. These endeavors further support the university's aim to create an atmosphere conducive to innovation, exploration, and intellectual growth.	exchange of ideas and facilitate the advancement of knowledge. These proposals reflect YSU's commitment to fostering an environment that values and encourages research freedom. By implementing these initiatives, the university aims to empower researchers, promote interdisciplinary collaboration, streamline ethical review processes, provide mentorship, and promote open access to research findings. These efforts will contribute to the growth of YSU's research ecosystem and ensure that researchers have the necessary support and freedom to pursue groundbreaking research that addresses local and global challenges.

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**Status**

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**2. Ethical principles**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>The establishment of an Ethics Committee is a testament to its dedication to ensuring the observance of ethical norms at the university. The Ethics Committee, as outlined in the comprehensive regulation document (<a href="http://documentation.y-su.am/en/on-the-approval-of-the-procedure-for-the-work-of-the-standing-ethics-commission-under-the-academic-council-of-the-y-su-foundation-solution-n-42-1/">http://documentation.y-su.am/en/on-the-approval-of-the-procedure-for-the-work-of-the-standing-ethics-commission-under-the-academic-council-of-the-y-su-foundation-solution-n-42-1/</a>), plays a vital role in overseeing and promoting ethical conduct. Furthermore, YSU has implemented a Code of Ethics, which serves as a guide for both administrative staff and researchers, reinforcing the importance of ethical behavior within the institution (<a href="http://documentation.y-su.am/en/y-su-foundation-code-of-conduct-ethics/">http://documentation.y-su.am/en/y-su-foundation-code-of-conduct-ethics/</a>). This code explicitly outlines the ethical rules and responsibilities that individuals associated with YSU must adhere to, fostering a culture of integrity and professionalism. Additionally, the legal framework governing scientific and scientific-technical activities in Armenia, specifically the RA Law on Scientific and Scientific-Technical Activities, emphasizes the obligation of scientists and researchers to abide by research ethics and respect intellectual property rights (<a href="https://www.artis.am/DocumentView.aspx?docid=804">https://www.artis.am/DocumentView.aspx?docid=804</a>, Article 5, point 2b). This legislative support further reinforces YSU's commitment to ethical research practices. Furthermore, it is noteworthy that a recent survey conducted at YSU indicated that an impressive 79% of respondents demonstrated awareness of the ethical principles and standards governing research at the university across sectoral, national, and institutional levels. This indicates a significant level of understanding and recognition among the university community regarding the importance of upholding ethical standards in their research endeavors. Overall, YSU has made commendable strides in promoting and upholding ethical principles within its research activities. The establishment of an Ethics Committee, the implementation of a Code of Ethics, and compliance with relevant national legislation highlight the university's proactive approach to fostering a culture of integrity and responsible research conduct.</p>	<p>YSU recognizes the importance of a comprehensive "Research Ethics Policy" to further strengthen its commitment to ethical research practices. Currently, significant efforts are underway to develop and finalize this crucial document, ensuring its alignment with international best practices and the specific needs of the university. The Department of Scientific Policy, in collaboration with the esteemed Faculty of Sociology, has taken the lead in spearheading this initiative. They have established a dedicated working group composed of experienced professionals, ethics experts, and representatives from various academic disciplines. This diverse team brings together a wealth of knowledge and expertise to ensure the policy's effectiveness and relevance. To ensure a robust and comprehensive "Research Ethics Policy," the working group has embarked on an extensive research phase. They have conducted an in-depth review of existing policies and guidelines from reputable institutions worldwide, benchmarking against recognized standards and best practices in research ethics. This thorough analysis guarantees that the resulting policy will reflect the latest advancements and incorporate internationally accepted ethical principles. Additionally, the working group has engaged in a consultative process involving key stakeholders from within the university, including faculty members, researchers, and students. This inclusive approach ensures that diverse perspectives are considered, and the policy addresses the specific ethical challenges and requirements faced by the YSU research community. Recognizing the significance of transparency and accountability, the working group has committed to sharing the draft version of the policy with the university community for feedback and input. This iterative process enables active participation and ownership, fostering a</p>

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		<p>sense of collective responsibility towards the ethical conduct of research at YSU. Anticipating the completion of this crucial document, YSU aims to have the "Research Ethics Policy" fully developed and approved by the end of 2023. Once finalized, this policy will serve as a guiding framework for all researchers, providing clear guidelines and expectations for ethical research practices. By undertaking these proactive and meticulous steps, YSU is reinforcing its dedication to promoting a culture of integrity, responsibility, and ethical conduct in all research endeavors. The forthcoming "Research Ethics Policy" will be a testament to the university's commitment to fostering an environment that upholds the highest ethical standards and ensures the well-being of both researchers and the broader community they serve.</p>

**Status**

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**3. Professional responsibility**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>Yerevan State University (YSU) demonstrates a strong commitment to professional responsibility, particularly in the realm of intellectual property (IP) rights. As a leading academic institution in the Republic of Armenia, YSU boasts the highest number of IPs among all higher education institutions in the country. To ensure the protection and enforcement of these valuable assets, YSU adheres to the rigorous procedures outlined by the Intellectual Property Agency (IPA), a reputable regulatory body (<a href="https://www.aipa.am/hy/ip-infringement/">https://www.aipa.am/hy/ip-infringement/</a>). The IPA's procedures serve as a comprehensive framework for safeguarding intellectual property rights at YSU. They encompass guidelines for enforcing these rights and provide clarity on the process of obtaining licenses (<a href="https://www.aipa.am/hy/the-patent-process/">https://www.aipa.am/hy/the-patent-process/</a>). By closely adhering to these procedures, YSU not only upholds its legal obligations but also demonstrates a deep respect for the intellectual contributions of its faculty, researchers, and students. Moreover, YSU places a strong emphasis on preventing plagiarism and upholding academic ethics throughout its scientific and research activities. A recent survey conducted at the university revealed an impressive statistic: nearly 70% of respondents expressed unwavering confidence in the institution's rigorous rules and measures for plagiarism prevention and academic ethics. This finding underscores YSU's proactive approach to fostering a culture of integrity, originality, and responsible scholarship among its academic community. To support these principles of professional responsibility, YSU has implemented robust mechanisms and initiatives. For instance, the university promotes awareness and understanding of intellectual property rights and academic ethics through targeted workshops, seminars, and training programs. These activities not only educate researchers and students about the importance of proper attribution and ethical conduct but also equip them with the necessary knowledge to navigate complex intellectual property landscapes. Furthermore, YSU actively collaborates with relevant national and international bodies, research centers, and industry partners to stay abreast of emerging best practices in intellectual property rights and academic ethics. This collaborative approach ensures that the institution remains at the forefront of responsible research conduct and continually updates its policies and procedures to reflect evolving standards and expectations. By embracing a culture of professional responsibility, YSU demonstrates its unwavering commitment to promoting intellectual property</p>	<p>Yerevan State University (YSU) is at the forefront of implementing new proposals and initiatives to enhance research opportunities and promote a culture of innovation and academic integrity. One notable achievement is the ongoing digitization of the Banber journal (<a href="http://journals.y-su.am">journals.y-su.am</a>), a significant scholarly publication. This initiative has made remarkable progress, with nearly all issues published before 2010 already digitized. By making the journal available in digital format, YSU has significantly expanded international access to valuable research findings. This digitization effort not only facilitates knowledge dissemination but also fosters collaborations and enriches the global academic community's access to YSU's research output. However, YSU acknowledges a crucial gap that needs to be addressed—the establishment of a unified anti-plagiarism system. Recognizing the importance of academic integrity, YSU is actively working towards developing and implementing a comprehensive anti-plagiarism system. This system aims to promote cooperation among universities and research institutions, ensuring the development of original and open-minded research. While YSU currently possesses plagiarism tools for bachelor and master's level studies, the absence of a unified anti-plagiarism system poses a challenge. To overcome this gap, YSU is diligently working towards the implementation of an integrated system that covers all academic levels and research domains. This will reinforce the university's commitment to upholding the highest standards of research integrity and originality. In its pursuit of continuous improvement, YSU is studying foreign experiences and best practices to enhance its intellectual property (IP) policy. The university recognizes the importance of intellectual property rights in fostering a supportive research environment and stimulating innovation. To this end, YSU is actively working on a new IP policy. The draft version of the policy has already been developed, underscoring the institution's dedication to fostering a culture that values and protects intellectual property. With</p>

**Status**

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	<p>rights, preventing plagiarism, and upholding academic ethics. The university's adherence to the IPA's procedures, its focus on raising awareness and providing training, and the overwhelming confidence expressed by survey respondents collectively illustrate YSU's steadfast dedication to fostering a research environment rooted in integrity, respect, and responsible scholarship.</p>	<p>the goal of aligning with international standards and best practices, YSU aims to finalize and approve the new IP policy within the current year. This policy will provide researchers with clear guidelines and expectations regarding intellectual property rights, encouraging responsible and innovative research practices while facilitating collaboration and knowledge dissemination. Through these transformative initiatives, such as the Banber journal digitization, the establishment of a unified anti-plagiarism system, and the development of a new IP policy, YSU is taking proactive steps to enhance research opportunities, ensure academic integrity, and promote innovation. These initiatives highlight the university's commitment to empowering researchers, strengthening collaborations, and positioning YSU as a leading institution in the global research community.</p>

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**4. Professional attitude**

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**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>Yerevan State University (YSU) upholds a strong commitment to fostering a professional attitude among its researchers, providing various mechanisms to recognize and reward their valuable contributions. One notable initiative is the YSU Regulation on rewards (<a href="http://documentation.y-su.am/en/on-paying-rewards-to-ysu-main-employees-order-117-31/">http://documentation.y-su.am/en/on-paying-rewards-to-ysu-main-employees-order-117-31/</a>), which establishes a formal procedure for providing rewards for specific types of research work. This regulation ensures transparency and equal access, enabling all researchers to familiarize themselves with the criteria and guidelines for receiving rewards. By openly providing this information, YSU promotes a culture of professionalism and encourages researchers to strive for excellence in their scholarly endeavors. In line with its commitment to recognizing research excellence, YSU has implemented an Intranet system that facilitates the periodic distribution of rewards. This system offers researchers the opportunity to receive rewards at regular intervals, providing them with consistent recognition for their achievements. This periodic reward system not only acknowledges their hard work and dedication but also serves as a motivating factor to continue producing high-quality research. Furthermore, YSU has taken an innovative approach to incentivize researchers by placing increased emphasis on international publications. Recognizing the significance of disseminating research findings on a global scale, the university has augmented the rewards for publications in reputable international journals. By doing so, YSU encourages researchers to strive for excellence in their work, actively seek publication opportunities in prestigious international outlets, and contribute to the advancement of knowledge at an international level. This initiative fosters a competitive and professional atmosphere, motivating researchers to engage in impactful research and actively participate in the global academic community. By implementing the YSU Regulation on rewards, introducing a periodic reward system through the Intranet, and offering increased incentives for international publications, YSU exemplifies its commitment to promoting a professional attitude among its researchers. These initiatives provide researchers with clear guidelines and opportunities to be recognized and rewarded for their contributions. By fostering a culture that values professional conduct, YSU cultivates an environment where researchers are motivated to excel, continuously improve, and contribute to the advancement of knowledge in their respective fields.</p>	<p>Yerevan State University (YSU) is actively implementing new proposals to enhance the professional attitude of its researchers. One significant initiative is the introduction of a rewards system that recognizes the impact and quality of research publications by incorporating Scopus quartiles. YSU has taken a progressive approach by distinguishing rewards for articles published in different Scopus quartiles. This innovative system ensures diversity and balance between national articles and international ones, considering their respective rankings in the Scopus database. By acknowledging the varying levels of recognition and impact associated with different quartiles, YSU promotes a culture of excellence and encourages researchers to aim for higher levels of achievement in their scholarly endeavors. Through this initiative, YSU provides tangible incentives for researchers to focus on publishing in journals with higher Scopus quartile rankings. By doing so, the university motivates researchers to strive for research outcomes that garner greater international visibility and impact. This approach not only contributes to the advancement of knowledge on a global scale but also strengthens the professional attitude of researchers by challenging them to produce high-quality research that meets international standards. Moreover, YSU is taking steps to provide researchers with the necessary resources and support to achieve success. The university is actively investing in infrastructure, research facilities, and state-of-the-art equipment to empower researchers in their pursuit of cutting-edge research. By providing a conducive environment for research, YSU demonstrates its commitment to fostering a professional attitude among its researchers and enabling them to conduct impactful and innovative studies. Additionally, YSU emphasizes the importance of continuous professional development and knowledge exchange. The university organizes workshops, seminars, and</p>

**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
		<p>conferences where researchers can present their work, receive feedback, and engage in scholarly discussions. These platforms not only facilitate the dissemination of research findings but also encourage collaboration and the exchange of ideas among researchers. By actively promoting such opportunities, YSU strengthens the professional attitude of its researchers, fostering an environment of intellectual growth and academic excellence. Furthermore, YSU recognizes the importance of mentoring and guidance in nurturing the professional development of researchers. The university provides mentorship programs where experienced faculty members guide and support early-career researchers, helping them navigate the research landscape and develop their professional skills. These mentoring initiatives create a supportive ecosystem that fosters a strong professional attitude among researchers, while promoting collaboration and knowledge transfer within the university.</p>

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**5. Contractual and legal obligations**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>Yerevan State University (YSU) upholds strong contractual obligations with its researchers, ensuring adherence to national, sectoral, and university regulations. These contracts encompass various provisions that govern the presentation of research results, including dissertations, publications, reports, and the development of new products. YSU places great importance on informing researchers in advance about their rights and responsibilities. Through these contractual agreements, researchers are provided with clear guidelines and expectations, enabling them to fulfill their obligations effectively. This proactive approach fosters a culture of transparency and accountability, ensuring that researchers understand their roles and obligations within the institution. Compliance with working conditions is a paramount consideration at YSU, with both the employer and the employee obligated to adhere to legal regulations. The university upholds the highest standards of working conditions, ensuring that the rights and well-being of researchers are respected and protected. Recognizing the significance of effective and practical provisions, YSU strives to include provisions in the contracts that cater to the specific needs and aspirations of the academic staff. This ensures a mutually beneficial working relationship between the university and its researchers, promoting a conducive environment for research and scholarly activities. To further strengthen researchers' awareness and understanding of their legal and contractual obligations, YSU organizes regular training programs. These training sessions provide researchers with up-to-date information on relevant legal provisions, intellectual property rights, and other contractual obligations. By continuously investing in researchers' professional development, YSU demonstrates its commitment to fostering a knowledgeable and responsible research community. One notable strength of YSU lies in its extensive network of interdisciplinary and international agreements, as well as research funding grants. These agreements and grants provide researchers with valuable opportunities for collaboration, knowledge exchange, and resource mobilization. By actively participating in interdisciplinary and international research activities, YSU researchers are exposed to diverse perspectives and gain access to additional resources, enhancing the quality and impact of their research outcomes. The efficacy of these contractual obligations and the university's commitment to legal and ethical standards are evident in the survey results, with an impressive 82% of respondents demonstrating awareness of the legal provisions regulating the research process. This high level of awareness is a testament to YSU's comprehensive approach to communicating and enforcing contractual obligations, ensuring that researchers are well-informed and compliant with relevant regulations. In summary, YSU's contractual obligations framework prioritizes adherence to national, sectoral, and university</p>	<p>Yerevan State University is at the forefront of implementing new proposals and initiatives to strengthen contractual and legal obligations, with the integration of AI playing a significant role in transforming the university's practices. These initiatives are aimed at ensuring compliance with regulations, enhancing transparency, and fostering a culture of integrity and accountability within the institution( regularly we are organising AI conferences for promoting AI tools at the university, find more here: <a href="https://www.y-su.am/en/conference/790">https://www.y-su.am/en/conference/790</a> ). One groundbreaking proposal is the introduction of an AI-powered contract management system at YSU. This system automates the contract lifecycle, streamlining the process from creation to execution and management. By leveraging AI technology, YSU can ensure that contracts are standardized, easily accessible, and consistently enforced. The AI-powered system enables efficient tracking of contractual obligations, ensuring that researchers and the university fulfill their respective responsibilities in a timely manner. In addition, YSU has embraced the use of AI-based tools for plagiarism detection and prevention. These tools enable the university to uphold the highest standards of academic integrity and ensure that researchers comply with ethical guidelines. By integrating AI into the process, YSU can effectively identify and address instances of plagiarism, safeguarding the credibility and originality of research conducted within the institution. YSU is also actively involved in the development of innovative policies and frameworks that promote transparency and</p>

**Status**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
	<p>regulations. The university maintains clear and comprehensive contracts that outline researchers' rights and responsibilities, while providing ongoing training to enhance awareness of legal and contractual obligations. YSU's commitment to interdisciplinary and international collaborations, as well as research funding grants, further strengthens its research ecosystem. By fostering a culture of transparency, accountability, and compliance, YSU empowers its researchers to conduct high-quality research in a supportive and legally sound environment( more details you can find here <a href="http://documentation.yzu.am/wp-content/uploads/2015/03/YSU_Internal_Disciplinary_Rules_ENG.pdf">http://documentation.yzu.am/wp-content/uploads/2015/03/YSU_Internal_Disciplinary_Rules_ENG.pdf</a>).</p>	<p>accountability. The university is exploring the adoption of blockchain technology to create a secure and immutable repository for contract management. By leveraging blockchain, YSU can ensure the integrity of contract records, prevent tampering or unauthorized alterations, and provide transparent access to contract information for all relevant stakeholders. Furthermore, YSU is fostering collaborations with legal experts and industry leaders to stay updated on the latest legal developments and best practices. These partnerships enable the university to proactively adapt its contractual and legal frameworks to meet evolving regulatory requirements and industry standards. By engaging in these collaborations, YSU demonstrates its commitment to staying at the forefront of legal and contractual compliance.</p>

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**6. Accountability**

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**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>Yerevan State University places utmost importance on accountability in research activities, and its commitment to transparency is exemplified through various initiatives and partnerships. YSU collaborates closely with the Science Committee to implement numerous scientific grant programs, and within these programs, comprehensive contracts are established with the beneficiaries (<a href="http://www.scs.am/en/">http://www.scs.am/en/</a>). These contracts delineate both financial and substantive responsibilities, ensuring a clear framework for accountability. One notable example is the thematic grant program implemented in collaboration with the Science Committee, where 48 YSU researchers were selected as beneficiaries. This grant program addresses specific research themes and provides funding to support the researchers' projects. The details of this grant program can be found in the document titled "Thematic Grants" (<a href="http://scs.am/files/tematik-11.10.2021.pdf">http://scs.am/files/tematik-11.10.2021.pdf</a>). By actively participating in such grant programs, YSU researchers have access to valuable resources and support that enable them to pursue innovative research endeavors. Within the framework of these grants, YSU imposes rigorous accountability measures. Beneficiary researchers are obligated to submit annual reports on their research work and financial expenses to both Yerevan State University and the Science Committee. This requirement ensures transparency and allows for proper monitoring and evaluation of the progress and utilization of the grant funds. By implementing these accountability mechanisms, YSU fosters a culture of responsibility and transparency among its researchers. Furthermore, YSU maintains a robust internal and external funding accountability system. Researchers are expected to adhere to the highest ethical and financial standards throughout the lifecycle of their projects. YSU's internal mechanisms, such as regular audits and financial reviews, serve to ensure compliance with the prescribed guidelines and regulations. Additionally, external audits and evaluations conducted by funding agencies and external stakeholders provide an added layer of accountability and validation. The survey results demonstrate a strong vote of confidence from respondents, with 69% expressing assurance in the university's transparent system of accountability for research activities conducted with internal and external funding. This positive feedback reflects the effectiveness of YSU's efforts in establishing and maintaining a culture</p>	<p>Yerevan State University (YSU) is actively undertaking new proposals and initiatives to enhance accountability in research activities. These efforts are aimed at strengthening transparency, promoting responsible research conduct, and ensuring the effective utilization of resources. Here are some specific proposals and initiatives implemented by YSU: 1. Implementation of Research Ethics Training: YSU has introduced mandatory research ethics training programs for all researchers and faculty members. These training sessions provide comprehensive guidance on ethical principles, responsible research practices, and the importance of integrity in scholarly work. By equipping researchers with the necessary knowledge and skills, YSU promotes a culture of accountability and responsible conduct in research. 2. Development of Research Data Management Guidelines: YSU is in the process of developing guidelines for effective research data management. These guidelines will outline best practices for data collection, storage, sharing, and preservation. By providing clear guidance on data management, YSU aims to enhance accountability and transparency in research by ensuring the integrity and accessibility of research data. 3. Establishment of an Independent Research Oversight Committee: YSU is considering the establishment of an independent committee responsible for overseeing research activities and ensuring compliance with ethical and legal standards. This committee will review research proposals, monitor project progress, and address any potential ethical concerns. By providing an independent and objective assessment, this committee will enhance accountability and ensure the highest standards of research integrity. 4. Strengthening Financial Accountability: YSU is implementing measures to enhance financial accountability in research activities. This includes conducting regular audits to monitor the allocation and utilization of research funds. By maintaining strict financial controls and accountability mechanisms, YSU aims to ensure that research funds are utilized effectively and in accordance with the designated purposes. 5. External Collaborations for Accountability Enhancement:</p>

**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	<p>of accountability and transparency. In summary, Yerevan State University places a significant emphasis on accountability in research activities. Through its collaboration with the Science Committee and the implementation of grant programs, YSU ensures that comprehensive contracts are established, outlining financial and substantive responsibilities. The requirement for annual reporting on research work and financial expenses further enhances transparency. YSU's commitment to accountability extends to both internal and external funding, with internal mechanisms and external audits in place to uphold ethical and financial standards. The positive survey response underscores the confidence in YSU's transparent accountability system. By continually fostering a culture of responsibility and transparency, YSU sets a strong foundation for rigorous and accountable research practices within the institution.</p>	<p>YSU is actively collaborating with external stakeholders, such as funding agencies, regulatory bodies, and industry partners, to strengthen accountability in research. These collaborations involve sharing best practices, participating in external audits, and adopting industry standards to ensure compliance with regulatory requirements and enhance accountability. 6. Promoting Open Science Practices: YSU is promoting open science practices, including open access publishing and data sharing. By encouraging researchers to make their research findings and data openly available, YSU aims to foster transparency, accountability, and collaboration in the research community. 7. Periodic Research Performance Evaluation: YSU is implementing a periodic research performance evaluation system to assess the quality and impact of research conducted by its faculty members and researchers. This evaluation process will help identify areas for improvement, promote accountability for research outcomes, and ensure that research aligns with institutional goals and standards. These proposals and initiatives demonstrate YSU's commitment to enhancing accountability in research activities. By focusing on research ethics training, data management, independent oversight, financial accountability, external collaborations, open science practices, and research performance evaluation, YSU aims to create a research environment that upholds the highest standards of integrity, transparency, and accountability.</p>

**Status**

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**7. Good practice in research**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	<p>Yerevan State University (YSU) places a strong emphasis on fostering a culture of good practices in research, prioritizing the safety, health, and information security of its researchers. While YSU already adheres to relevant legislation and regulations to provide a safe and healthy environment, the university is continuously taking proactive steps to further enhance the research environment. Here are some specific initiatives and examples that highlight YSU's commitment to good practices in research: YSU has implemented robust safety measures to ensure the well-being of researchers. This includes conducting regular safety assessments, providing necessary safety equipment, and promoting adherence to safety protocols. For instance, the YSU Institute of Pharmacy has demonstrated its commitment to safety by achieving notable results in creating a secure research environment for its researchers. YSU recognizes the importance of information security in research and has established a comprehensive system to safeguard the confidentiality and integrity of research-related data. All YSU employees are provided with YSU email accounts, which are part of the university's information security system managed by the Department of Information Technologies. This system employs advanced security measures to protect sensitive research data from unauthorized access or breaches. YSU strictly adheres to the Labor Code of the Republic of Armenia (<a href="http://www.irtek.am/views/act.aspx?aid=150003">http://www.irtek.am/views/act.aspx?aid=150003</a>) to ensure proper working conditions for researchers. The university maintains compliance with labor regulations, including provisions related to working hours, rest periods, occupational health, and safety standards. By upholding these legal requirements, YSU demonstrates its commitment to providing a conducive working environment for researchers. YSU actively seeks feedback from researchers to evaluate and improve the working conditions and overall research environment. The university conducts regular surveys and assessments to gauge researcher satisfaction and identify areas for enhancement. By actively involving researchers in the decision-making process and addressing their concerns, YSU aims to continuously improve the quality of the research environment. YSU actively collaborates with external partners, including governmental agencies, industry stakeholders, and professional associations, to exchange best practices and stay updated with the latest standards in research practices. This collaboration helps YSU ensure that its research environment aligns with international benchmarks and incorporates good practices followed globally. The survey results highlight the confidence of the respondents, with 78% expressing satisfaction with the proper level of working conditions and information security provided by the university. This positive feedback serves</p>	<p>Yerevan State University (YSU) has been actively implementing new proposals and initiatives to further enhance the research environment and provide better support for its researchers. Here are some specific proposals and initiatives that highlight YSU's commitment to continuous improvement: 1. Enhanced Medical Care Coverage: YSU recently signed a new contract with Armenia Insurance, aiming to provide researchers with comprehensive and high-quality medical care. Under this contract, researchers have access to the best healthcare services, ensuring their well-being and addressing their medical needs. This initiative demonstrates YSU's commitment to prioritizing the health and welfare of its researchers. 2. Improved Salary Deduction Communication: YSU has taken steps to enhance communication regarding salary deductions for its employees. Researchers now receive regular and detailed information about their salary deductions through their email accounts. This transparent and timely communication has been well-received by researchers, providing them with a clearer understanding of their financial matters and fostering trust and satisfaction within the university. 3. Advancing Research Environment Security: YSU is actively working towards enhancing the security of its research environment. While acknowledging that this is an ongoing process, YSU is steadily implementing measures to align its research environment with international standards followed by leading universities worldwide. This commitment to improving security underscores YSU's dedication to creating a research environment that prioritizes safety, confidentiality, and integrity. 4. Research Funding Opportunities: YSU is continuously exploring and promoting research funding opportunities for its researchers. The university actively seeks</p>

**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	<p>as a testament to YSU's commitment to maintaining high standards in research practices and creating an environment that prioritizes the well-being and security of its researchers. In summary, Yerevan State University consistently strives to enhance the research environment by implementing safety measures, ensuring information security, complying with labor regulations, soliciting researcher feedback, and collaborating with external partners. By doing so, YSU reinforces its commitment to good practices in research and provides researchers with a safe, healthy, and secure environment conducive to high-quality and impactful research endeavors.</p>	<p>partnerships with funding agencies, both nationally and internationally, to provide researchers with access to diverse funding sources. By expanding research funding options, YSU empowers researchers to pursue innovative projects and advance their research agendas. 5. Collaborations with Industry and International Partners: YSU actively engages in collaborations with industry partners and international institutions to enrich the research environment and foster knowledge exchange. These collaborations offer researchers opportunities for interdisciplinary research, access to cutting-edge technologies, and exposure to diverse perspectives. By forging strong partnerships, YSU creates a vibrant research ecosystem that promotes collaboration, innovation, and global engagement. These proposals and initiatives exemplify YSU's dedication to supporting its researchers and creating an environment conducive to excellence in research. By prioritizing medical care coverage, improving salary deduction communication, advancing research environment security, facilitating research funding opportunities, and fostering collaborations, YSU strives to strengthen the research ecosystem and empower its researchers to thrive. These efforts reinforce YSU's commitment to providing a supportive and enriching environment for research and innovation.</p>

**Status**

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**8. Dissemination, exploitation of results**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>Yerevan State University (YSU) is dedicated to fostering effective dissemination and exploitation of research results, recognizing the importance of sharing knowledge and maximizing the impact of research outcomes. YSU has implemented several initiatives and platforms to facilitate the dissemination of research findings and encourage their practical applications. Here are some specific highlights of YSU's practices in this area: Banber Journal Digitization: YSU's prestigious Banber Journal is available on the university's website and has been registered on the Open Journal Systems (OJS) platform. The ongoing digitization process of the journal aims to make historical issues accessible to a wider audience. To date, a significant number of issues published before 2010 have been digitized, with the goal of completing the entire digitization process by the end of this year. This initiative greatly expands the international opportunities for researchers and promotes the dissemination of their work (<a href="https://journals.y-su.am/">https://journals.y-su.am/</a>). Affiliated Journals: YSU proudly hosts 23 affiliated journals, each contributing to the dissemination and visibility of research findings across various disciplines. One notable example is the Armenian Folia Anglistika, which is currently in the registration stage for inclusion in the prestigious Scopus database. This achievement will significantly enhance the international reach and impact of the journal, further promoting the dissemination of research results conducted at YSU. Intranet System: YSU has established a comprehensive Intranet system platform accessible to researchers. This platform, available at Intranet - Yerevan State University, provides researchers with a centralized space to upload and share the results of their scientific research. Researchers can utilize this platform to disseminate their findings within the university community, fostering collaboration and knowledge exchange. Additionally, the Intranet system facilitates the recognition of outstanding research through appropriate awards and acknowledgments, encouraging researchers to strive for excellence. Research Commercialization: YSU recognizes the importance of practical applications and commercialization of research results. Through partnerships with industry and business incubators, the university actively supports researchers in exploring the commercial potential of their findings and facilitates technology transfer. This focus on research commercialization ensures that the outcomes of research conducted at YSU have real-world impact, contributing to innovation and economic development. These initiatives</p>	<p>1. Open Access Repository: YSU has established an Open Access Repository, a centralized platform for researchers to deposit and share their scholarly outputs, including articles, conference papers, and datasets. This repository ensures that research findings are freely accessible to the global research community, maximizing their visibility and impact. YSU is committed to expanding the repository's content and encouraging all researchers to contribute their work to promote open science principles. 2. Research Outcome Marketing: YSU recognizes the importance of effectively marketing research outcomes to reach broader audiences. We propose the creation of a dedicated marketing team within the university's research office. This team will work closely with researchers to develop compelling narratives around their findings, produce engaging multimedia content, and leverage social media and other channels to disseminate research results to the public, policymakers, and potential industry collaborators. 3. Industry Partnerships: YSU aims to strengthen collaborations with industry partners to facilitate the exploitation and practical applications of research results. We propose establishing an Industry Liaison Office, dedicated to connecting researchers with industry stakeholders and fostering collaborative projects. This office will actively seek funding opportunities, support technology transfer, and provide guidance on patenting and licensing processes to facilitate the commercialization of research outcomes. 4. Research Impact Assessments: To ensure accountability and measure the societal impact of research conducted at YSU, we propose implementing a systematic research impact assessment framework. This framework will evaluate the influence of research outputs on policymaking, industry advancements, social welfare, and economic growth. By quantifying and highlighting the impact of YSU's research, we can effectively showcase the value and relevance of our work to various stakeholders. 5. International Collaboration Platforms: YSU is</p>

**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	<p>and platforms, such as the digitization of Banber Journal, the existence of affiliated journals, the Intranet system, and the emphasis on research commercialization, collectively contribute to the dissemination and exploitation of research results at YSU. These efforts reflect the university's commitment to providing researchers with the necessary tools and platforms to effectively share their findings, increasing their visibility and impact both nationally and internationally. The positive response from 68% of YSU survey respondents regarding the dissemination, practical applications, and commercialization of research results demonstrates the effectiveness of these initiatives in meeting the needs of researchers and ensuring the broad dissemination of their work. YSU continues to prioritize the enhancement of dissemination strategies, aiming to maximize the societal impact of its research outcomes and further strengthen its position as a leading research institution.</p>	<p>keen on expanding international collaborations to enhance the dissemination and exploitation of research results. We propose establishing dedicated platforms, such as virtual research hubs and joint research centers, to foster collaboration with renowned international institutions. These platforms will facilitate knowledge exchange, joint publications, and joint funding applications, enabling YSU researchers to expand their networks and reach wider audiences globally. 6. Training and Capacity Building: YSU is committed to nurturing a culture of effective dissemination and exploitation of research results among its researchers. We propose implementing regular training programs and workshops focused on research communication, knowledge transfer, and intellectual property management. These capacity-building initiatives will equip researchers with the skills and knowledge necessary to effectively disseminate their findings and navigate the process of research exploitation.</p>

**Status**

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**9. Public engagement**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>YSU is dedicated to fostering strong public engagement and ensuring the accessibility of research outcomes to the wider community. Here are some noteworthy points to highlight in relation to public engagement: Public Outreach Events: The Public Relations Department of YSU actively organizes a series of engaging events aimed at promoting public involvement. These events, hosted on the university's website and various platforms, serve as opportunities for researchers to share their work, engage with the public, and raise awareness about the impact of their research. By organizing public lectures, exhibitions, and interactive workshops, YSU actively encourages dialogue between researchers and the community. Collaboration with Diverse Organizations: YSU recognizes the importance of collaborating with both state and private organizations to facilitate public engagement. In recent years, YSU has strengthened partnerships with various organizations, including the Fast Foundation, Helpsystem, Philip Morris Foundation, and others. Through these collaborations, YSU has been able to implement public benefit initiatives, such as joint conferences, workshops, and community-focused projects, which aim to bridge the gap between academia and society. Techno Conference: An exemplary public engagement event organized in collaboration with Helpsystem was the Techno Conference, which drew the participation of approximately 800 interested citizens. This conference provided a platform for researchers, industry experts, and members of the public to exchange knowledge, discuss technological advancements, and explore opportunities for collaboration. Such events not only showcase the cutting-edge research conducted at YSU but also inspire public engagement and encourage the sharing of ideas and expertise. Emphasis on Public Accessibility: YSU recognizes the importance of making research outcomes accessible to the public. Through open access repositories, online platforms, and partnerships with libraries and institutions,</p>	<p>The Department of Public Relations has been transformed into the Department of Public Relations and Marketing which should focus on increasing public engagement and developing a YSU marketing strategy. They are undertaking these kind of activities( find more here: <a href="http://documentation.y-su.am/en/the-concept-of-public-relations-marketing-activities-and-corporate-social-responsibility-of-y-su/">http://documentation.y-su.am/en/the-concept-of-public-relations-marketing-activities-and-corporate-social-responsibility-of-y-su/</a> ). Public Engagement Events: YSU has been actively organizing and promoting public engagement events. These events serve as platforms for researchers to share their work, engage with the public, and promote dialogue. By hosting public lectures, seminars, exhibitions, and workshops, YSU facilitates the exchange of knowledge and ideas between researchers and various stakeholders, fostering a culture of engagement and collaboration. Collaborations and Partnerships: YSU recognizes the importance of collaborating with external organizations, both from the public and private sectors, to strengthen public engagement efforts. Collaborations with NGOs, government agencies, industry partners, and community organizations can help bridge the gap between academia and society. Through these partnerships, YSU can implement joint initiatives, projects, and outreach activities that address societal needs and contribute to the well-being of the community. Science Communication and Media Outreach: YSU places emphasis on science communication and media outreach to enhance public understanding and engagement. By working closely with media outlets, YSU aims to effectively communicate research findings, innovations, and their societal impact. Press releases, interviews, articles, and media coverage help disseminate research outcomes, raise awareness, and inspire public interest in scientific advancements. Open Access and Knowledge Dissemination: YSU actively supports the principles of open access, ensuring that research findings and scholarly outputs are widely accessible to the public. By providing open access repositories, online platforms, and institutional repositories, YSU promotes the dissemination of research outputs, such as publications, datasets, and reports. This accessibility enables citizens, policymakers, and other stakeholders to benefit from and engage with the outcomes of academic research. Community Partnership Programs: YSU has developed community partnership programs that facilitate collaboration between researchers and local communities. These programs aim to address community needs, contribute to sustainable development, and promote knowledge sharing. By engaging with local organizations, YSU researchers can</p>

**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	<p>YSU strives to ensure that research findings are readily available to a wide audience. By embracing open science principles and providing open access to publications, datasets, and other research outputs, YSU enables citizens, policymakers, and other stakeholders to benefit from and engage with the outcomes of academic research.</p> <p>Collaboration with Media: YSU actively collaborates with media outlets to disseminate research findings and promote public understanding of scientific advancements. By engaging with journalists and leveraging various media channels, YSU ensures that research outcomes reach a broader audience beyond academic circles. Press releases, interviews, and media coverage effectively communicate the relevance and impact of research conducted at YSU, fostering public interest and engagement. The high response rate from the YSU survey, with almost 90% of respondents confirming the accessibility of their research to the public, is a testament to the university's commitment to public engagement. YSU will continue to explore innovative approaches, forge partnerships, and organize impactful events to enhance public involvement and ensure that the benefits of research extend to society as a whole.</p>	<p>work on projects that have direct societal impact, fostering a sense of community involvement and social responsibility.</p>

**Status**

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**10. Non discrimination**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>Ensuring non-discrimination is a fundamental principle embraced by Yerevan State University (YSU), reflecting its commitment to creating an inclusive and equitable environment for all members of its community. YSU has taken various measures to promote non-discriminatory practices and foster a culture of respect and equal opportunities. Here are some key points to strengthen the discussion on non-discrimination at YSU: 1. Legal Framework and Constitutional Commitment: YSU adheres to the principles enshrined in the Constitution of the Republic of Armenia, which guarantees legal equality for all individuals, irrespective of their race, sex, language, religion, world view, political or other views, belonging to a national minority, or property status. By aligning its policies with the constitutional provisions, YSU ensures that every member of its community is afforded equal rights, freedoms, and protection under the law. 2. Gender Equality and Women's Representation: YSU is dedicated to promoting gender equality and women's empowerment within its academic and administrative spheres. With approximately 60% of YSU employees being women, the university has made strides in creating a gender-balanced workforce. Additionally, YSU actively encourages the representation of women in managerial positions, ensuring that they have equal opportunities for career advancement and leadership roles. 3. Inclusive Working Environment: YSU recognizes the importance of providing equal working conditions and opportunities for all staff members, irrespective of their personal characteristics or backgrounds. The university promotes an inclusive working environment that values diversity and respects individuals' race, sex, language, religion, world view, political or other views, belonging to a national minority, or property status. By fostering a culture of inclusivity, YSU creates a supportive atmosphere where</p>	<p>Yerevan State University (YSU) is dedicated to promoting non-discrimination and fostering an inclusive environment where every individual is treated with dignity, fairness, and respect. The university has implemented several initiatives and proposed new measures to further enhance its commitment to non-discrimination. Here are some strong initiatives and proposals undertaken by YSU: Non-Discrimination Policy and Awareness: YSU has developed a comprehensive non-discrimination policy that explicitly prohibits any form of discrimination based on race, sex, language, religion, world view, political or other views, belonging to a national minority, or property status. This policy is widely disseminated among the university community, ensuring that all staff members, researchers, and students are aware of their rights and responsibilities. Inclusive Recruitment and Selection Processes: YSU has introduced measures to ensure that the recruitment and selection processes are fair and unbiased. The university promotes equal opportunities by implementing inclusive practices that focus on the qualifications and merit of candidates rather than their personal characteristics. YSU aims to create diverse and inclusive teams that reflect the broader community it serves. Gender Equality and Women's Empowerment: YSU actively promotes gender equality and women's empowerment through various initiatives. The university encourages the participation and advancement of women in academic and leadership positions. Efforts are made to provide mentorship programs, networking opportunities, and career development support specifically tailored to address gender disparities( We have established a center for Gender Studies and Leadership, <a href="http://documentation.y-su.am/en/number-n-56-3/">http://documentation.y-su.am/en/number-n-56-3/</a> ). It is also important to note that during last internal grant competition half of the nominated groups were leaded by YSU women researchers. Continuous Review and Improvement: YSU is committed to continuously reviewing and improving its policies and practices related to non-discrimination. The university regularly assesses its progress, seeks feedback from stakeholders, and implements necessary changes to enhance its commitment to equal opportunities, diversity, and inclusivity. These initiatives and proposals reflect YSU's strong dedication to creating an environment free from discrimination and promoting equal opportunities for all individuals associated with the university. By implementing these measures and fostering a culture of inclusivity, YSU aims to provide a supportive and respectful atmosphere where everyone can thrive and contribute to the academic community.</p>

**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	<p>everyone can thrive and contribute to the university's mission. 4. Non-Discriminatory Attitudes and Practices: YSU actively encourages a non-discriminatory attitude towards researchers and staff members, emphasizing that no individual should face discrimination based on their gender, age, sexual orientation, political views, socio-economic status, or any other characteristic. This commitment is reinforced through comprehensive policies, training programs, and awareness campaigns that promote tolerance, respect, and fairness within the university community. 5. Survey Results and Stakeholder Perceptions: The high response rate from the YSU survey participants, with almost 87% affirming that YSU encourages a non-discriminatory attitude, reflects the positive perception of the university's efforts in this regard. This data demonstrates the commitment of YSU to create an environment where researchers can pursue their work without any form of discrimination or bias. By upholding the principles of non-discrimination, YSU ensures that all individuals associated with the university are treated with fairness, dignity, and respect. Through its comprehensive policies, inclusive practices, and commitment to equal opportunities, YSU continues to foster a supportive and diverse academic community that values the contributions of every individual, regardless of their personal characteristics or backgrounds.</p>	

**Status**

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**11. Evaluation/ appraisal systems**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>Yerevan State University places great emphasis on the evaluation and appraisal systems to ensure the quality and effectiveness of scientific and research activities. The university has implemented robust evaluation processes and proposed new measures to strengthen its evaluation and appraisal systems. Here are some key initiatives and proposals undertaken by YSU:</p> <p><b>Laboratory Attestation:</b> YSU has organized the attestation of 27 scientific laboratories in accordance with the Law of the Government of the Republic of Armenia on Scientific and Scientific-Technical Activities. This attestation process serves as a comprehensive evaluation mechanism to assess the scientific and research activities of the research staff. It provides an impartial qualification and helps measure the effectiveness of the laboratories' work. YSU plans to conduct this process annually to continually monitor and enhance the quality of research conducted within the university.</p> <p><b>Salary and Working Conditions Improvement:</b> As a result of the attestation process, the salaries of researchers have increased, recognizing their contributions and achievements in scientific and research activities. Additionally, the evaluation outcomes have led to improvements in the working conditions of the researchers, creating a more conducive environment for their professional growth and development. YSU is committed to providing fair and competitive remuneration to motivate and retain talented researchers.</p> <p><b>Comprehensive Evaluation Criteria:</b> YSU has established a transparent and comprehensive evaluation framework that takes into account various aspects of a researcher's performance. This evaluation encompasses research output, teaching activity, scientific supervision, national and international cooperation, administrative work, activities promoting awareness, and mobility. By considering these diverse factors, YSU ensures a holistic assessment of a researcher's contributions and achievements.</p> <p><b>Career Advancement Opportunities:</b> The evaluations conducted by YSU are instrumental in determining career advancement opportunities for researchers. The outcomes of the evaluations are carefully considered in decisions related to promotions, tenure, and professional development opportunities. This ensures that researchers are recognized and rewarded based on their merit, fostering a culture of excellence and encouraging continuous improvement.</p>	<p>YSU has undertaken significant initiatives and proposes a transition to the system of institutional management to further enhance the effectiveness and efficiency of its scientific institutes and laboratories. This transition aims to streamline operations, optimize resource allocation, and foster interdisciplinary collaboration. Here are the key initiatives and proposals in this regard:</p> <p><b>Unification of Science Laboratories:</b> YSU responded positively to the proposal of the Science Committee and united several science laboratories within the university. This consolidation enables better coordination, resource sharing, and synergy among the laboratories. By leveraging the expertise and resources available across different disciplines, YSU aims to promote interdisciplinary research and address complex challenges more effectively.</p> <p><b>Staff Optimization:</b> As part of the unification process, YSU has undertaken staff optimization measures to ensure the optimal utilization of human resources. This approach allows for a more efficient allocation of personnel, eliminating redundancies, and aligning staff members' expertise with the specific needs and objectives of the scientific institutes. By optimizing the staff composition, YSU enhances the effectiveness and productivity of its research teams.</p> <p><b>Institutional Management System:</b> Building on the success of the united science laboratories, YSU is now proposing a transition to the system of institutional management. This shift involves establishing a centralized management structure that oversees the operations, strategic planning, and resource allocation of the scientific institutes within the university. The institutional management system aims to improve coordination, decision-making, and the overall governance of research activities at YSU.</p> <p><b>Enhanced Effectiveness:</b> The adoption of an institutional management system enables YSU to streamline administrative processes, eliminate bureaucratic hurdles, and enhance decision-making efficiency. By centralizing certain administrative functions and standardizing procedures, YSU seeks to optimize resource utilization, reduce duplication of efforts, and provide researchers with more time and resources to focus on their scientific pursuits.</p> <p><b>Interdisciplinary Collaboration:</b> The institutional management system promotes closer collaboration</p>

**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	<p>Transparent and Regular Evaluation Process: YSU maintains a transparent and regular evaluation process, providing researchers with clear guidelines and criteria for assessment. The evaluation procedures are communicated effectively to all stakeholders, ensuring fairness and consistency in the evaluation outcomes. By conducting evaluations on a regular basis, YSU enables continuous feedback and supports researchers in their professional growth. Feedback and Improvement Mechanisms: YSU values feedback from researchers and continuously seeks ways to improve the evaluation and appraisal systems. The university actively encourages researchers to provide input, suggestions, and recommendations to enhance the evaluation processes. This iterative approach ensures that the systems remain responsive, adaptable, and aligned with the evolving needs of the research community. Professional Development Support: YSU recognizes the importance of supporting researchers in their professional development. The university provides resources, training programs, and mentorship opportunities to help researchers improve their skills and capabilities. By investing in the growth and development of researchers, YSU cultivates a culture of continuous learning and encourages the pursuit of excellence in research. These initiatives and proposals demonstrate YSU's commitment to rigorous evaluation and appraisal systems that foster excellence, recognize achievements, and provide opportunities for researchers to thrive in their careers. By implementing these measures, YSU aims to ensure the highest standards of research quality, promote career advancement, and create an environment that nurtures the professional growth and success of its researchers.</p>	<p>and knowledge exchange among different scientific institutes and disciplines. By facilitating interdisciplinary interactions, YSU encourages researchers to leverage diverse perspectives and expertise, fostering innovation and breakthrough discoveries. This collaboration across institutes allows for a more comprehensive and holistic approach to research, addressing complex societal challenges that require multidisciplinary solutions. Strategic Resource Allocation: The institutional management system enables YSU to adopt a more strategic approach to resource allocation. By assessing the needs and priorities of the scientific institutes collectively, YSU can allocate resources more effectively, ensuring that research funding, equipment, and infrastructure are distributed in a manner that maximizes their impact and supports the university's overall research objectives. Continuous Improvement: YSU is committed to continuous improvement and seeks to refine the institutional management system based on feedback and evaluation. The university actively encourages input from researchers, staff members, and stakeholders to identify areas for improvement and implement necessary adjustments. This iterative approach ensures that the institutional management system remains responsive, adaptable, and aligned with the evolving needs and challenges of the research community. By undertaking these initiatives and proposing a transition to the system of institutional management, YSU aims to optimize research operations, enhance collaboration, and drive scientific excellence. These measures reflect the university's commitment to creating an environment that fosters innovation, facilitates interdisciplinary research, and maximizes the impact of its scientific institutes and laboratories.</p>

**Recruitment and Selection - please be aware that the items listed here correspond with the Charter and Code. In addition, your organisation also needs to complete the checklist on Open, Transparent and Merit-based Recruitment included in a separate section, which focuses on the operationalization of these principles.**

**Status**

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**12. Recruitment**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>The recruitment process at Yerevan State University (YSU) is designed to be rigorous, transparent, and in line with both national and international standards. The university adheres to clear criteria and regulations to ensure fairness, equal opportunities, and the selection of highly qualified candidates. Here are the key aspects of YSU's recruitment process, including PhD admission:</p> <ol style="list-style-type: none"> <li><b>Regulatory Framework:</b> The recruitment process at YSU is governed by national legislation, including the RA Labor Code and the RA Law on Higher and Postgraduate Professional Education. These regulations establish the legal framework for recruitment procedures, ensuring compliance with labor laws and educational standards ( <a href="http://documentation.y-su.am/wp-content/uploads/2015/03/YSU_Internal_Disciplinary_Rules_ENG.pdf">http://documentation.y-su.am/wp-content/uploads/2015/03/YSU_Internal_Disciplinary_Rules_ENG.pdf</a>).</li> <li><b>Competitive Selection:</b> YSU employs a competitive selection process for the recruitment of its employees. The selection is carried out by a special commission, which evaluates candidates based on predefined criteria and qualifications. This approach ensures that the most suitable candidates are chosen for positions within the university.</li> <li><b>Probationary Period:</b> Upon selection, candidates undergo a probationary period to assess their performance and suitability for the position. This period allows for a comprehensive evaluation of the candidate's capabilities and alignment with the expectations of the role. Successful completion of the probationary period leads to the establishment of a long-term contract with the candidate.</li> <li><b>E-Recruitment:</b> YSU has implemented an e-recruitment system that streamlines the recruitment process and ensures transparency. The current internal regulations of the university govern e-recruitment procedures, providing guidelines and standards for online applications, document submission, and communication with applicants. This digital platform enhances efficiency and accessibility in the recruitment process.</li> <li><b>PhD Admission Criteria:</b> The admission process for PhD programs at YSU follows the guidelines outlined in the RA procedure on "The admission and education in the PhD program, enrollment of doctoral researchers and PhD applicants in the Republic of Armenia." This procedure defines specific criteria for admission, including a Master's degree, foreign language proficiency, computer proficiency, and the results of a professional exam. These criteria ensure that applicants demonstrate the necessary qualifications and competencies for doctoral research.</li> <li><b>Equal Opportunity and Transparency:</b> YSU is committed to equal opportunity and transparency in the recruitment process. All candidates are evaluated based on the same predefined criteria, and the selection is made purely on merit. The university aims to eliminate any forms of discrimination and biases in the recruitment process, ensuring that all applicants have an equal chance of being considered for positions at YSU.</li> <li><b>International Standards:</b> YSU strives to align its recruitment process with international standards to attract and retain talented researchers. By adhering to clearly defined criteria and following transparent and effective procedures, YSU ensures that its recruitment process meets the expectations and requirements of the international academic community. This commitment to international standards fosters collaboration, diversity, and excellence within the university. The survey respondents'</li> </ol>	<p>YSU has undertaken several initiatives and proposals to enhance and strengthen the recruitment process, aligning it with international best practices and ensuring the selection of highly qualified individuals. These initiatives aim to attract top talent, promote equal opportunities, and streamline the recruitment procedures. Here are some key initiatives and proposals implemented at YSU:</p> <p><b>Talent Attraction Programs:</b> YSU has launched targeted talent attraction programs to attract outstanding researchers, scholars, and professionals from around the world. These programs include competitive salary packages, research grants, and other incentives designed to attract highly qualified candidates.</p> <p><b>Diversification of Recruitment Channels:</b> YSU recognizes the importance of diversifying recruitment channels to reach a wider pool of candidates. In addition to traditional job advertisements, the university actively utilizes online platforms, professional networks, and collaborations with international academic institutions to ensure maximum visibility and</p>

**Status**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
	<p>agreement (73%) with the statement regarding the recruitment process at YSU reflects the university's ongoing efforts to maintain a fair, transparent, and effective system that upholds international standards. YSU remains dedicated to continuous improvement, regularly reviewing and updating its recruitment procedures to ensure the highest level of professionalism, fairness, and quality in selecting researchers and PhD candidates.</p>	<p>access to potential candidates. Transparent and Streamlined Selection Procedures: YSU has implemented measures to enhance transparency and efficiency in the selection process. This includes the establishment of clear guidelines, criteria, and qualifications for each position, ensuring that all applicants are evaluated based on objective and fair standards. Training and Development for Selection Committees: YSU provides regular training and professional development opportunities for selection committee members. These programs aim to enhance their understanding of best practices in recruitment and selection, promote unbiased decision-making, and ensure the consistent application of evaluation criteria. International Collaboration in Evaluation: YSU actively engages in international collaboration for the evaluation and assessment of candidates. This may include partnering with renowned academic institutions or experts in the field to ensure an impartial and comprehensive evaluation of applicants, especially for high-level positions. Continuous Review and Improvement: YSU</p>

**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
		<p>regularly reviews and evaluates its recruitment processes to identify areas for improvement. This includes soliciting feedback from candidates and selection committee members, analyzing recruitment data, and implementing changes based on best practices and emerging trends in the academic sector.</p> <p>Promotion of Diversity and Inclusion: YSU recognizes the value of diversity and inclusion in fostering an enriching academic environment. The university actively promotes the recruitment of individuals from diverse backgrounds, including gender, ethnicity, and nationality, to ensure a broad range of perspectives and ideas within its research and teaching community. These initiatives and proposals demonstrate YSU's commitment to enhancing the recruitment process and ensuring that it aligns with international standards. By adopting innovative strategies, promoting transparency, and continuously improving procedures, YSU aims to attract exceptional talent, create equal opportunities, and foster an inclusive and dynamic academic environment. These efforts</p>

**Status**

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**Implementation**

**GAP / Implementation impediments**

**Initiatives  
undertaken/new  
proposals**

contribute to the overall advancement of YSU as a leading institution in research and higher education.

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**Status**

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**13. Recruitment (Code)**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>YSU has implemented robust recruitment procedures and established a comprehensive recruitment code to ensure fairness, transparency, and equal opportunities for all candidates. The recruitment code encompasses various aspects of the recruitment process, including PhD admissions and job announcements. Here are the key elements that highlight the strength of YSU's recruitment code ( find some more information here: <a href="https://www.y-su.am/en/admission">https://www.y-su.am/en/admission</a> ):</p> <ol style="list-style-type: none"> <li><b>Timely and Transparent Communication:</b> YSU maintains a high level of transparency by providing timely and accurate information to candidates. The PhD professional exam questionnaire and details regarding the exam schedule and location are posted well in advance, enabling applicants to adequately prepare. Job announcements are also published a month in advance, and candidates are promptly notified of their selection status through email, ensuring transparency and effective communication throughout the process.</li> <li><b>Clear Requirements and Expectations:</b> YSU's recruitment announcements, including those for PhD admissions and job vacancies, clearly outline the specific skills, knowledge, and qualifications required for each position. This ensures that candidates understand the expectations and prerequisites, enabling them to make informed decisions and submit applications that align with the stated criteria.</li> <li><b>Realistic Application Timeframe:</b> YSU recognizes the importance of providing candidates with a realistic timeframe to apply for positions. The recruitment code ensures that the period between the opening of job announcements and the competition day allows sufficient time for interested candidates to gather required documents, prepare their applications, and submit them within the given timeframe. This commitment to realistic application deadlines demonstrates YSU's dedication to facilitating a fair and accessible recruitment process.</li> <li><b>Merit-Based Evaluation:</b> YSU's recruitment code adheres to a merit-based evaluation system, ensuring that candidates are assessed objectively and fairly. This includes evaluating candidates' qualifications, experience, and competencies based on predefined selection criteria. The code emphasizes the importance of equal treatment and non-discrimination, ensuring that all candidates are evaluated solely on their merits, without bias or prejudice.</li> <li><b>Continuous Improvement:</b> YSU is committed to continuous improvement of its recruitment code. Regular reviews and updates are conducted to align the code with international best practices, emerging trends, and evolving needs. This dedication to enhancing the recruitment process</li> </ol>	<p>Yerevan State University (YSU) has implemented several initiatives and proposals within the framework of its recruitment code to enhance the effectiveness and fairness of the recruitment process. These initiatives aim to attract highly qualified candidates, promote diversity, and ensure equal opportunities. Here are some specific proposals and initiatives undertaken at YSU:</p> <ul style="list-style-type: none"> <li><b>Diverse and Inclusive Recruitment Panels:</b> YSU is committed to ensuring diverse representation on recruitment panels. Efforts are made to include individuals from different backgrounds, including gender, ethnicity, and disciplines, to ensure a fair and unbiased evaluation of candidates. This initiative promotes diversity, inclusivity, and multiple perspectives in the selection process.</li> <li><b>Structured Interview Processes:</b> YSU has introduced structured interview processes for recruitment, including the use of standardized interview questions and evaluation criteria. This approach ensures consistency in assessing candidates' qualifications and performance across different panels and reduces the potential for bias in the evaluation process.</li> <li><b>Professional Development for Panel Members:</b> YSU recognizes the importance of continuous professional development for panel members involved in the recruitment process. Training programs and workshops are organized to enhance their skills in conducting fair and effective interviews, evaluating candidate qualifications, and promoting diversity and inclusivity.</li> <li><b>Strengthened Collaboration with External Partners:</b> YSU actively collaborates with external partners, including other academic institutions, research organizations, and industry stakeholders, to expand the pool of qualified candidates. Collaborative initiatives such as joint recruitment drives, exchange programs, and research partnerships help attract talented individuals from diverse backgrounds and foster knowledge exchange and collaboration.</li> <li><b>Continuous Review and Evaluation:</b> YSU regularly reviews and evaluates its recruitment code and procedures to identify areas for</li> </ul>

**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	<p>demonstrates YSU's commitment to providing the highest standards of excellence in its recruitment procedures. By implementing a robust recruitment code that emphasizes transparency, clear requirements, fairness, and continuous improvement, YSU ensures that the recruitment process is conducted in a manner that upholds integrity, equal opportunities, and merit-based evaluation. These strong practices enable YSU to attract and select the most qualified candidates who will contribute to the university's academic and research excellence.</p>	<p>improvement. Feedback from candidates, panel members, and other stakeholders is actively sought and considered to enhance the effectiveness, transparency, and fairness of the recruitment process. This commitment to continuous improvement ensures that the recruitment code remains up-to-date and aligned with international best practices. Streamlined Application Process: YSU has implemented measures to streamline the application process, making it more user-friendly and accessible to applicants. Online application platforms and centralized systems are utilized to facilitate the submission and tracking of applications, ensuring efficiency and transparency. Mentorship and Support Programs: YSU offers mentorship and support programs for newly recruited staff members, including researchers and faculty. These programs provide guidance, professional development opportunities, and a supportive environment for individuals starting their careers at YSU, enabling them to thrive and contribute to the university's academic community. By implementing these initiatives and proposals, YSU aims to create a recruitment environment that is fair, transparent, inclusive, and conducive to attracting and retaining the best talent. These efforts contribute to building a diverse and dynamic academic community that fosters excellence in teaching, research, and innovation.</p>

**Status**

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**14. Selection (Code)**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>At Yerevan State University (YSU), the selection process is conducted with the utmost care and professionalism to ensure fairness and objectivity. The Selection Committees, predominantly supervised by the Vice-Rector for Academic Study, are responsible for evaluating candidates and making informed decisions. These committees follow a comprehensive selection code that guarantees impartiality and considers all relevant skills and abilities of the candidates. The Selection Committees at YSU are composed of experienced and qualified members who possess scientific titles or degrees, as specified in the Regulation on "The admission and education in the PhD program, enrollment of doctoral researchers and PhD applicants in the Republic of Armenia." This ensures that the committees have the necessary expertise to assess the qualifications and potential of candidates for PhD admission accurately. The selection process is characterized by transparency, integrity, and inclusivity. The committees thoroughly evaluate candidates based on established criteria, including academic achievements, research potential, professional experience, and other relevant qualifications. The selection committees conduct a meticulous examination of each candidate, ensuring a comprehensive assessment that takes into account their skills, knowledge, and potential contributions to the academic community. Furthermore, YSU is committed to maintaining a balanced and qualified composition of the selection committees. Efforts are made to ensure diversity and inclusivity in terms of professional skills, gender representation, and professional experience among the committee members. This diversity of perspectives enhances the objectivity and fairness of the evaluation process. The high percentage (83%) of survey respondents affirming the balanced and qualified staff of the selection committees demonstrates the trust and confidence placed in the university's recruitment practices. YSU remains dedicated to upholding the highest standards of professionalism and impartiality in the selection process, guaranteeing equal opportunities for all candidates and reinforcing the university's commitment to excellence in education and research. Through these robust selection</p>	<p>YSU has undertaken several initiatives and proposals in the realm of selection processes to further enhance transparency, fairness, and the overall quality of recruitment. These initiatives demonstrate the university's commitment to continually improving its selection procedures and aligning them with international best practices. Some of these initiatives include: Standardized Selection Guidelines: YSU has developed comprehensive and standardized selection guidelines that provide clear instructions to the Selection Committees. These guidelines ensure consistency and fairness in evaluating candidates across different positions and departments. Training and Capacity Building: YSU recognizes the importance of equipping the Selection Committees with the necessary skills and knowledge. As part of this initiative, the university organizes regular training programs and workshops for committee members. These sessions focus on topics such as unbiased evaluation techniques, identifying key competencies, and ensuring a diverse and inclusive selection process. Stakeholder Engagement: YSU actively engages with relevant stakeholders, including faculty members, researchers, and students, to gather feedback and insights on the selection process. This feedback is carefully considered in the ongoing efforts to improve the effectiveness and efficiency of the recruitment procedures. Review and Assessment: YSU regularly reviews and assesses its selection processes to identify areas for improvement. This includes evaluating the composition of the Selection Committees, reviewing the criteria for candidate evaluation, and analyzing the overall effectiveness of the selection procedures. Based on these assessments, appropriate adjustments and enhancements are made to ensure continuous improvement. International Collaboration: YSU actively seeks collaborations and partnerships with international institutions to exchange best practices and benchmark its selection processes against global standards. Through these collaborations, the university gains valuable insights and incorporates innovative approaches that align with international recruitment practices. These initiatives and proposals highlight YSU's proactive approach to refining its selection processes and ensuring that they align with the highest standards of excellence and integrity. By embracing these initiatives, YSU aims to attract the most qualified</p>

**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	procedures and ongoing efforts to enhance transparency and inclusivity, YSU strives to attract and retain exceptional individuals who will contribute significantly to the university's academic and research endeavors.	and diverse candidates, fostering an inclusive and dynamic academic community. Through continuous evaluation and improvement, the university aims to remain at the forefront of recruiting exceptional talent and maintaining its position as a leading educational institution in the region.

**Status**

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**15. Transparency (Code)**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>Transparency is a core value embraced by Yerevan State University (YSU) in all aspects of its operations, particularly in the recruitment and selection processes. YSU has implemented robust measures to ensure the utmost transparency, fostering fairness, accountability, and comprehensive information dissemination to candidates. To further strengthen our understanding, let's elaborate on the initiatives and commitments in place:</p> <p><b>Transparent PhD Admission:</b> The Regulation on "The admission and education in the PhD program, enrollment of doctoral researchers and PhD applicants in the Republic of Armenia" serves as a cornerstone for transparent PhD admissions at YSU. The entire process, including the professional exam that forms the basis of competitive selection, is conducted transparently and equitably. All applicants partake in the exam simultaneously, guaranteeing equal opportunities for every candidate. Moreover, the competition process is meticulously recorded, reinforcing transparency and accountability. <b>Rigorous Appeals Mechanism:</b> YSU has established a robust appeals mechanism to ensure transparency and fairness in the selection process. Candidates have the right to appeal the results of the professional exam to the admission committee. This process provides an avenue for a thorough review, affording candidates the opportunity to address any concerns or discrepancies. Importantly, the committee's decision can only result in either the grade being raised or remaining unchanged, further reinforcing the commitment to transparency. <b>Preemptive Information Provision:</b> YSU is committed to providing candidates with advance notice and comprehensive information regarding job vacancies. Candidates applying for positions are thoroughly informed about all relevant working conditions, including job responsibilities, remuneration, and career prospects. Additionally, selected candidates receive official emails detailing the strengths and weaknesses of their application, enabling them to gain valuable insights for future professional development. <b>Comprehensive Disclosure in Contracts:</b> To ensure transparency, YSU includes detailed working conditions in the contracts signed with selected candidates. This practice allows individuals to fully acquaint themselves with the terms, responsibilities, and benefits associated with their employment. By clearly outlining these aspects, YSU promotes transparency and ensures that candidates have a comprehensive understanding of their roles within the</p>	<p>Transparency is a fundamental principle that Yerevan State University (YSU) upholds in its recruitment and selection processes. The university has implemented various measures to ensure transparency throughout the entire process, promoting fairness, accountability, and the provision of comprehensive information to candidates. Here are some key points to strengthen our understanding: <b>Clear Admission Guidelines:</b> YSU adheres to well-defined and publicly available guidelines for admission into the PhD program, ensuring that candidates have access to all necessary information regarding the application process, eligibility criteria, and required documents. These guidelines are regularly updated and widely disseminated to prospective applicants. <b>Open and Recorded Examinations:</b> The professional exam, which forms the basis for competitive selection, is conducted in an open and transparent manner. All applicants participate in the examination simultaneously, creating a fair and equal opportunity for each candidate. Moreover, the entire competition process is recorded, further reinforcing transparency and ensuring accountability. <b>Appeal Mechanism:</b> YSU has established a robust mechanism for candidates to appeal the results of the selection process. Applicants have the right to contest the exam results by submitting an appeal to the admission committee. This appeals process provides an avenue for review and consideration, ensuring that any discrepancies or concerns are addressed promptly and fairly. <b>Comprehensive Feedback:</b> Candidates who participate in job vacancies receive timely and detailed feedback on their application. YSU provides official emails to selected candidates, which not only inform them of their success but also highlight the strengths and weaknesses of their application. This feedback enables candidates to gain insights into their performance and areas for improvement, contributing to their professional growth. <b>Transparent Working Conditions:</b> YSU ensures that candidates are well-informed about the working conditions before accepting a job offer. Job announcements provide comprehensive details on the position, including responsibilities,</p>

**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	<p>university. Satisfaction with Information Provision: In a survey conducted, 67% of respondents expressed satisfaction with the information provided on admission criteria and procedures before participating in vacancy competitions. This positive feedback underscores YSU's commitment to transparency, as candidates received sufficient information about the number of vacancies, career prospects, and comprehensive post-competition feedback on their strengths and weaknesses. These initiatives collectively demonstrate YSU's dedication to fostering transparency at every stage of the recruitment and selection processes. By adhering to transparent PhD admissions, implementing a robust appeals mechanism, providing preemptive information to candidates, including comprehensive details in employment contracts, and ensuring satisfaction with information provision, YSU continually upholds its commitment to transparency and integrity. Through ongoing evaluation and improvement, the university remains steadfast in its pursuit of the highest standards of transparency, ultimately creating a level playing field for all candidates.</p>	<p>expectations, remuneration, and career prospects. Additionally, selected candidates have the opportunity to review and understand the specific terms and conditions outlined in the contract they sign with the university. These initiatives underscore YSU's commitment to transparency throughout the recruitment and selection processes. By providing clear guidelines, conducting open examinations, establishing an appeals mechanism, offering comprehensive feedback, and ensuring transparency in working conditions, YSU aims to foster trust, fairness, and equal opportunities for all candidates. Through ongoing assessment and improvement, the university remains dedicated to upholding the highest standards of transparency and integrity in its recruitment practices.</p>

**Status**

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**16. Judging merit (Code)**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>Yerevan State University (YSU) upholds the principle of judging merit as a fundamental aspect of its recruitment and selection process. In accordance with the RA Labor Code (<a href="https://www.arlis.am/DocumentView.aspx?DocID=139117">https://www.arlis.am/DocumentView.aspx?DocID=139117</a>), YSU strictly prohibits the establishment of any discriminatory conditions in recruitment competitions and employment relationships. Instead, the university places paramount importance on professional features, qualifications, and training when evaluating candidates. YSU's commitment to impartiality ensures that the selection of scientific-research staff, including post-graduate students and scientific personnel, is based on a comprehensive assessment of candidates' experience and research-scientific abilities. The university recognizes that the evaluation should encompass the entirety of candidates' backgrounds, taking into account their diverse range of skills, knowledge, and achievements. However, we acknowledge that there is room for improvement in the attestation requirements to more effectively assess the skills, abilities, experience, and accomplishments of YSU employees. While 54% of the survey respondents believe that the current attestation requirements are sufficient for a comprehensive evaluation, it is crucial to address the concerns raised by the remaining 23% who expressed doubts or uncertainty. Their feedback presents an opportunity for YSU to review and enhance the assessment process, ensuring that it is robust, fair, and reflective of the diverse talents within the university community. YSU remains dedicated to continuously improving its merit-based evaluation system, seeking ways to refine the attestation requirements to maximize the assessment of skills, abilities, experience, and achievements. By incorporating strong feedback mechanisms and actively engaging with employees and stakeholders, YSU aims to create an evaluation process that instills confidence and aligns with international best practices. This commitment will further strengthen the university's ability to identify and attract exceptional talent, fostering a vibrant academic environment built on meritocracy, excellence, and equal opportunities for all.</p>	<p>YSU has undertaken significant initiatives to enhance the merit-based evaluation system and establish a more robust and effective process for assessing the academic staff. These initiatives aim to ensure that the evaluation procedure aligns with international best practices and provides a comprehensive understanding of the candidates' qualifications, expertise, and contributions. One key initiative is the continuous improvement of the attestation process. YSU recognizes the importance of refining the existing criteria and standards to better evaluate the skills, abilities, experience, and achievements of the academic staff. This involves conducting regular reviews and consultations with relevant stakeholders to identify areas for enhancement and implement necessary changes. By adopting a proactive approach, YSU aims to create an attestation process that is rigorous, fair, and capable of accurately assessing the merit of its employees. In addition to improving the attestation process, YSU is committed to developing innovative tools and methodologies that facilitate a more comprehensive evaluation of the academic staff. This includes exploring the implementation of modern assessment techniques, such as performance-based evaluations, peer reviews, and self-assessment mechanisms. By leveraging these tools, YSU seeks to capture a holistic view of the candidates' capabilities and contributions, enabling a more accurate judgment of their merit. Furthermore, YSU recognizes the importance of providing professional development opportunities for its academic staff. By offering training programs, workshops, and mentorship initiatives, the university aims to support the continuous growth and advancement of its employees. These initiatives empower individuals to enhance their skills, stay updated with the latest</p>

**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
		developments in their respective fields, and contribute to the academic community with excellence and expertise. Through these initiatives and proposals, YSU endeavors to establish a merit-based evaluation system that is comprehensive, transparent, and aligned with international standards. By embracing innovation, continuous improvement, and professional development, the university strives to create a dynamic academic environment that recognizes and rewards merit, fosters excellence, and attracts outstanding individuals to contribute to the growth and success of Yerevan State University.

**Status**

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**17. Variations in the chronological order of CVs (Code)**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>YSU recognizes and respects the diverse circumstances that individuals may face throughout their careers, and has implemented policies to address variations in the chronological order of CVs. The university is committed to creating an inclusive and supportive environment that values the experiences and contributions of all employees, irrespective of any breaks or interruptions in their employment history. In line with the provisions outlined in the RA Labour Code (<a href="https://www.arlis.am/DocumentView.aspx?DocID=139117">https://www.arlis.am/DocumentView.aspx?DocID=139117</a>), YSU acknowledges the importance of ensuring equal opportunities for individuals who have taken leaves due to pregnancy, maternity, childbirth, child care, educational pursuits, state or public duties, or any other valid reasons. The university respects the rights of employees to avail themselves of such leaves and maintains a non-discriminatory approach when considering their subsequent employment. At YSU, individuals can be employed under two statuses: selected and contract-based. The termination of employment after the expiration of a contract does not impede the possibility of re-employment for contract-based employees. YSU does not impose restrictions based on previous work termination at the university. Instead, the focus is on recognizing the achievements and qualifications of individuals, irrespective of any gaps in their work experience. This approach enables YSU to consider the potential of candidates based on their merits, skills, and capabilities rather than being hindered by the chronological order of their CVs. While 40% of the survey respondents agree that YSU does not hinder the return of employees to work after a termination, it is important to note that 35.7% found it difficult to provide a definitive answer. YSU acknowledges the need for continuous improvement and strives to address any challenges or concerns faced by employees when it comes to re-employment opportunities. The university is committed to enhancing transparency, communication, and support mechanisms to ensure a seamless transition for individuals returning to work after a break in their employment. By fostering an inclusive and accommodating work environment, YSU aims to empower individuals to pursue their career goals, irrespective of any variations in the chronological order of their CVs. The university values the diverse experiences and perspectives of its employees, recognizing that these variations can contribute to a rich and dynamic academic community.</p>	<p>YSU has implemented several initiatives and proposes further measures to address the variations in the chronological order of CVs and ensure equal opportunities for all individuals. These initiatives aim to create a supportive and inclusive environment that values the experiences and contributions of employees, regardless of any breaks or interruptions in their employment history. Here are some strong proposals and initiatives undertaken by YSU: Career Development Programs: YSU is committed to providing comprehensive career development programs that support individuals in re-entering the workforce after a break. These programs focus on enhancing skills, updating knowledge, and providing mentoring opportunities to ensure a smooth transition and maximize the potential of returning employees. Flexible Work Arrangements: YSU recognizes the importance of work-life balance and promotes flexible work arrangements that accommodate the diverse needs of employees. By offering options such as part-time positions, job sharing, remote work, and flexible working hours, YSU enables individuals to balance their personal responsibilities while continuing to contribute effectively to their roles. Supportive Return-to-Work Policies: YSU has established policies that facilitate a seamless return to work for individuals after a break. These policies include mechanisms for reintegration, ongoing support, and access to resources that assist employees in adapting to the workplace environment and resuming their professional duties successfully. Training and Skills Enhancement: YSU invests in continuous training and skills enhancement programs for its employees. This includes providing opportunities for individuals to update their knowledge, acquire new skills, and stay abreast of the latest developments in their respective fields. By supporting professional growth and</p>

**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
		<p>development, YSU ensures that employees have the necessary competencies to thrive in their roles, regardless of any gaps in their work experience. Mentorship and Networking Opportunities: YSU recognizes the importance of mentorship and networking in career progression. The university facilitates mentorship programs that connect individuals returning to work with experienced professionals who can provide guidance, support, and valuable insights. Additionally, YSU organizes networking events, workshops, and conferences that enable employees to expand their professional networks and access new opportunities. These initiatives and proposals underscore YSU's commitment to promoting inclusivity, equal opportunities, and professional growth for all employees, regardless of any variations in the chronological order of their CVs. By implementing these measures, YSU aims to create an environment where individuals can thrive, contribute their unique perspectives, and achieve their full potential in their academic and professional endeavors.</p>

**Status**

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**18. Recognition of mobility experience (Code)**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>YSU has taken significant strides in recognizing and promoting mobility opportunities for its students, postgraduate students, and academic staff. The university actively participates in various exchange programs, particularly within the prestigious Erasmus+ framework, which not only caters to students but also extends to postgraduate students and academic staff (find some more information here <a href="https://www.yzu.am/en/announcement/31648">https://www.yzu.am/en/announcement/31648</a> ). Through these exchange programs, YSU fosters collaboration and partnerships with a diverse range of international universities. These collaborations result in the implementation of both long-term and short-term exchange programs, allowing participants to benefit from cross-sectoral, interdisciplinary, and geographical mobility experiences. The university places great importance on acknowledging and valuing the transformative impact of mobility experiences. YSU recognizes the immense value that comes from exposure to different cultures, academic environments, and research practices. It acknowledges that mobility experiences enhance personal growth, broaden perspectives, and contribute to the development of well-rounded individuals. In line with its commitment to fostering mobility, YSU actively evaluates and acknowledges the experiences gained through cross-sectoral, interdisciplinary, and geographical mobility. The university ensures that such experiences are recognized and appropriately evaluated, enabling individuals to capitalize on the skills, knowledge, and intercultural competencies acquired during their mobility endeavors. The strong endorsement of mobility experiences by 73% of survey respondents underscores YSU's success in creating a supportive environment that recognizes and values the transformative power of international mobility. By actively facilitating exchange programs, establishing partnerships with renowned institutions, and promoting the recognition of mobility experiences, YSU empowers its students, postgraduate students, and academic staff to broaden their horizons, embrace diversity, and become global citizens equipped to tackle complex challenges in an interconnected world.</p>	<p>YSU has taken proactive initiatives to enhance the recognition of mobility experiences and support its researchers in their international endeavors. One notable initiative is the development of travel grants specifically designed for researchers. Understanding the immense value of mobility in fostering research collaboration, knowledge exchange, and professional development, YSU has established travel grants to provide financial assistance to researchers seeking to engage in international mobility. These grants aim to facilitate researchers' participation in conferences, seminars, workshops, and collaborative research projects abroad. By offering travel grants, YSU demonstrates its commitment to empowering researchers and enabling them to actively contribute to the global research community. These grants not only alleviate the financial burden associated with international travel but also serve as a recognition and endorsement of the importance of mobility experiences in advancing research excellence. The introduction of travel grants for researchers is a testament to YSU's dedication to promoting international mobility as an integral part of its research strategy. By supporting researchers in their pursuit of international collaboration, YSU fosters the exchange of ideas, the dissemination of knowledge, and the establishment of meaningful partnerships across borders ( <a href="https://www.yzu.am/en/announcement/8416">https://www.yzu.am/en/announcement/8416</a> ) . This initiative serves as a catalyst for researchers to broaden their networks, gain exposure to diverse perspectives, and enhance their research capabilities. It also reinforces YSU's commitment to nurturing a research environment that values and rewards international mobility experiences, recognizing their significant impact on researchers' professional growth and the advancement of scientific knowledge. The provision of travel grants for researchers not only demonstrates YSU's proactive approach to recognizing and facilitating mobility experiences but also reinforces its commitment to empowering researchers and fostering a vibrant and globally connected research community. Through such initiatives, YSU reinforces its position as a leading institution that actively supports and encourages researchers to embrace international mobility and</p>

**Status**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
		engage in impactful research collaborations on a global scale.

**19. Recognition of qualifications (Code)**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
+/- almost but not fully i...	<p>YSU places utmost importance on the recognition of qualifications, acknowledging the significance of international standards and agreements in this regard. Armenia has ratified The Lisbon Convention on the Recognition of Qualifications concerning Higher Education in the European region and has actively participated in the Bologna Process since joining in 2005. To ensure a robust and fair recognition process, the Supreme Certifying Committee, operating under the auspices of the RA Ministry of Education, Science, Culture and Sport, plays a vital role in verifying the compliance of scientific degrees or titles obtained abroad. Their expertise and thorough evaluation process contribute to the assurance of quality and equivalence in qualifications. Furthermore, ArmEnic, as the national information center for academic recognition, takes the responsibility of evaluating and recognizing foreign qualifications based on the principles of the Lisbon Recognition Convention and other international agreements. This comprehensive evaluation process involves carefully assessing each qualification and issuing a reference letter in English that denotes full recognition, partial recognition, or rejection, adhering to established international standards. YSU's commitment to the recognition of academic and professional qualifications is evident through its recognition practices and procedures. It ensures that qualifications obtained abroad undergo a diligent evaluation and recognition process within Armenia. This commitment extends to both formal and non-formal education, emphasizing the university's dedication to acknowledging the diverse educational paths and experiences of researchers. A strong endorsement of YSU's recognition efforts is reflected in the survey results, with an overwhelming 74% of respondents expressing their confidence in YSU's ability to recognize the academic and professional qualifications of researchers. This affirmation underscores YSU's commitment to upholding international standards and facilitating the smooth integration of qualified individuals into the academic and professional community. By embracing the principles of international agreements and implementing rigorous recognition processes, YSU demonstrates its commitment to fostering an inclusive and globally recognized academic environment. This emphasis on recognizing qualifications paves the way for researchers to contribute their expertise and knowledge, promoting collaboration, and elevating the university's reputation as a hub for excellence and academic integrity.</p>	<p>YSU collaborates closely with national and international accreditation agencies to establish a framework for recognizing qualifications. By aligning its recognition practices with established accreditation standards, YSU ensures the credibility and integrity of the qualifications it recognizes, enhancing their value and acceptance both nationally and internationally.</p>

**Status**

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**20. Seniority (Code)**

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**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>YSU places a strong emphasis on recognizing and valuing the seniority of its researchers based on their professional achievements rather than subjective evaluations. The university's commitment to fostering career advancement is evident through the initiatives undertaken by the YSU Center for Continuing Education, which organizes comprehensive and targeted training programs aimed at enhancing the skills and competencies of researchers. These training programs are designed to empower researchers, enabling them to further develop their expertise, stay abreast of the latest advancements in their respective fields, and contribute to the academic and scientific community. By actively investing in the professional development of its researchers, YSU ensures that seniority and career progression are based on merit, knowledge, and accomplishments rather than subjective factors. The survey conducted at YSU reflects the confidence of 65% of the respondents, who firmly believe that their career advancement at the university is determined by their professional achievements. This indicates a strong alignment between the university's principles and the perception of its researchers, further reinforcing the objective nature of seniority evaluation at YSU. Through its commitment to recognizing and promoting professional growth, YSU fosters an environment where researchers can thrive, excel, and advance based on their demonstrated expertise, research output, and contributions to their respective fields. By maintaining a merit-based approach to seniority, YSU ensures fairness, transparency, and equal opportunities for career progression, ultimately enriching the academic landscape and promoting excellence in research and education.</p>	<p>YSU is dedicated to continuously enhancing the professional development of its researchers through a range of initiatives and proposals. These endeavors aim to empower researchers, foster their growth, and provide them with valuable opportunities for skill acquisition and knowledge enrichment.</p> <p><b>Comprehensive Training Programs:</b> YSU has implemented comprehensive training programs designed specifically for researchers. These programs encompass various aspects of research methodology, academic writing, project management, funding acquisition, and interdisciplinary collaboration. By participating in these training programs, researchers acquire essential skills that enhance their research capabilities and contribute to their career advancement.</p> <p><b>Specialized Workshops and Seminars:</b> YSU organizes specialized workshops and seminars conducted by distinguished experts in different fields. These events focus on emerging research trends, advanced methodologies, and cutting-edge technologies. By attending these workshops, researchers gain valuable insights, expand their knowledge base, and stay at the forefront of their disciplines, which ultimately enhances their research output and competitiveness.</p> <p><b>Collaboration and Exchange Programs:</b> YSU actively promotes collaboration and exchange programs with renowned international universities and research institutions. These programs provide researchers with opportunities to work with experts in their fields, engage in interdisciplinary research projects, and explore new perspectives. Such collaborations foster cross-cultural learning, knowledge exchange, and the acquisition of innovative research approaches.</p> <p><b>Research Funding Support:</b> YSU endeavors to provide financial support and resources to facilitate researchers in pursuing their research goals. The university encourages researchers to apply for research grants and funding opportunities available at national and international levels. By supporting researchers in securing funding, YSU enables them to conduct high-quality research, publish their findings, and further their professional development.</p> <p><b>Mentoring and Career Guidance:</b> YSU recognizes the importance of mentorship and career guidance in nurturing researchers' growth. The university offers mentoring programs where experienced researchers provide guidance, advice, and support to early-career researchers. These mentoring relationships foster personal and professional development, helping researchers navigate their academic journey and make informed career decisions. These initiatives underscore YSU's commitment to providing a conducive environment for researchers to continuously enhance their professional development. By investing in training programs, workshops, collaborations, research funding, and mentorship, YSU</p>

**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
		empowers researchers to excel in their fields, make significant contributions to knowledge, and pursue fulfilling and successful careers in academia and beyond.

**21. Postdoctoral appointments (Code)**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-- insufficiently impleme...	In the Republic of Armenia such scientific degree is not defined by law.	

**Working Conditions and Social Security**

## Status

## 22. Recognition of the profession

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>The recognition of the profession among young researchers is a crucial aspect analyzed in this Euraxess Gap analysis. Currently, there are existing mechanisms in place to support their professional growth. Specifically, young researchers have the opportunity to participate in grants offered by both the State Committee of Science and Yerevan State University (YSU). The outcomes of these grants, which serve as valuable contributions to the field, are disseminated through multiple platforms to ensure wide accessibility. These include prominent outlets such as YSU Banber and its extensive network of 23 affiliated journals. Furthermore, the results are also shared through co-authored international databases, fostering global collaboration and knowledge exchange. An encouraging finding from the survey conducted for this analysis is that YSU holds a comprehensive view of the researcher's expertise, regardless of their academic status. Whether they are Master's students, PhD candidates, candidates for a doctorate, or other classifications, YSU acknowledges their contributions as specialists in their respective fields. This viewpoint was corroborated by an impressive 76% of the respondents, demonstrating strong support for this inclusive approach. In summary, the existing framework at YSU facilitates the recognition and promotion of young researchers' professional development. Through grants, comprehensive dissemination channels, and an inclusive perspective on expertise, YSU nurtures a conducive environment for the growth and recognition of these emerging talents in the research community.</p>	<p>As part of the initiatives undertaken at Yerevan State University (YSU) to support graduate students, a special provision is made to equip them with dedicated YSU email accounts. These personalized email addresses serve as valuable tools for facilitating seamless integration into the university's vibrant academic and research community. By providing graduate students with these YSU email accounts, several crucial benefits and opportunities arise. Firstly, it ensures efficient communication channels between students, faculty members, and various university departments. This streamlined communication contributes to a more collaborative and connected academic environment. Additionally, YSU email accounts grant graduate students access to a range of university resources and services. They can utilize these accounts to participate in online platforms for courses, discussions, and academic materials. This enhances their engagement in the educational process and promotes a sense of belonging within the university community. Moreover, YSU email accounts serve as official communication channels, enabling students to receive important updates, announcements, and notifications related to academic activities, research opportunities, conferences, and other relevant events. This ensures that graduate students remain well-informed and can actively participate in various academic and research initiatives. Furthermore, the provision of YSU email accounts establishes a professional identity for graduate students, enhancing their credibility and visibility within the academic sphere. These accounts can be used for academic correspondence, networking, and future collaborations with peers, faculty, and professionals in their respective fields. Overall, the availability of special YSU email accounts for graduate students not only simplifies their integration into university life but also empowers them with essential tools for effective communication, access to resources, and professional growth.</p>

**Status**

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**23. Research environment**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>The research environment at Yerevan State University encompasses various collaborations with foundations and employers, reflecting a commitment to fostering a conducive atmosphere for scientific exploration. One notable partnership is with the Fast Foundation, which has resulted in the installation of advanced equipment at the Faculty of Biology. These investments are specifically aimed at enhancing the quality of the research environment, enabling researchers to conduct high-quality investigations and experiments. In 2021, YSU also benefited from the Erasmus program, which facilitated the acquisition of technical equipment for the 406 research room at the Faculty of Radiophysics. This newly equipped space serves as a shared working environment for young researchers and PhD students, promoting collaboration and knowledge exchange within the academic community. While a significant portion of respondents (45%) in the YSU survey expressed satisfaction with the current level of technical sufficiency and software support for scientific research activities, it is important to acknowledge the feedback from the remaining 35% who believe there is still a need to enrich the university's technical capabilities. This highlights the importance of ongoing evaluation and investment in technological resources to meet the evolving needs of researchers and provide them with cutting-edge tools to advance their work. In addition to these infrastructure improvements, YSU has taken the commendable step of establishing an Academic Writing Center. This center serves as a valuable resource for young researchers, providing mentorship and guidance in academic writing. The center's support empowers researchers to enhance their writing skills, effectively communicate their research</p>	<p>YSU has successfully entered into a significant agreement with the FAST Foundation, marking a significant milestone in the university's pursuit of scientific excellence. This partnership has paved the way for essential projects in the fields of Machine Learning and Biotechnology, key areas that hold immense potential for advancements in various scientific disciplines. The collaborative efforts between YSU and the FAST Foundation have provided invaluable opportunities for scientists and young researchers to actively engage in scientific-oriented areas. Through these initiatives, researchers at YSU have been able to delve into cutting-edge research, leveraging the power of Machine Learning and Biotechnology to address complex challenges and drive innovation. The projects undertaken in these domains not only contribute to the growth of scientific knowledge but also foster the development of a robust STEM (Science, Technology, Engineering, and Mathematics) environment at YSU. By immersing themselves in these scientific-oriented programs, scientists and young researchers are exposed to interdisciplinary approaches, technological advancements, and novel methodologies, thereby enhancing their skills and competencies in these emerging fields. YSU has founded STEM school for young enthusiasts to ensure its commitment to STEM area( find more information here <a href="https://www.y-su.am/en/stem/about-school">https://www.y-su.am/en/stem/about-school</a>) The initiatives supported by the FAST Foundation underscore YSU's commitment to nurturing a dynamic and forward-thinking research environment. By aligning with leading organizations and focusing on areas of strategic importance, the university ensures that its researchers are at the forefront of scientific progress, capable of making significant contributions to their respective fields. Furthermore, it is important to note that such collaborations and programs not only benefit the university's research community but also have broader implications for societal advancement. Machine Learning and Biotechnology hold immense potential for addressing pressing global challenges, ranging from healthcare to sustainability. Thus, the projects supported by the FAST Foundation not only contribute to the scientific growth of YSU but also have the potential to create meaningful impacts on society at large. Overall, the partnership with the FAST Foundation has opened up new avenues for scientific exploration at YSU, enabling scientists and young researchers to work on essential projects in Machine Learning and Biotechnology. These initiatives not only enhance the university's research capabilities but also foster a vibrant STEM environment, empowering individuals to contribute to the advancement of knowledge and tackle real-world challenges through scientific innovation.</p>

**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	<p>findings, and contribute to the broader scientific community through high-quality publications. By investing in technical infrastructure and establishing the Academic Writing Center, YSU demonstrates its commitment to creating a research environment that nurtures and supports young researchers. These initiatives, along with collaborations with external organizations, contribute to an ecosystem where innovation thrives, fostering a culture of scientific excellence and academic growth.</p>	

**Status**

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**24. Working conditions**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>YSU places great emphasis on continuously enhancing the working conditions for its employees, reflecting its commitment to creating an appealing and supportive workplace environment. This ongoing improvement highlights YSU as a desirable institution for individuals seeking employment opportunities. In particular, YSU recognizes and accommodates the needs of women who strive to balance their careers with family responsibilities. The university strives to provide a comfortable and supportive environment that allows female employees to effectively manage their professional and personal lives. Furthermore, YSU has made significant progress in improving working conditions for researchers with special needs. The university has taken proactive measures to ensure accessibility and mobility within its premises, enabling researchers with special needs to navigate and contribute to the academic community effectively. These efforts emphasize YSU's commitment to inclusivity and equal opportunities for all researchers. Amidst the challenges posed by the epidemic, YSU employees adapted to the situation by updating their YSU email accounts, which facilitated remote work arrangements. This adjustment was particularly beneficial for lecturers and researchers in the risk group, allowing them to continue their research and academic activities through online platforms such as the Moodle system. This flexible approach enabled employees to maintain productivity while prioritizing their health and safety. The findings of the survey conducted at YSU reveal that 50% of the respondents acknowledge the university's commitment to flexible working conditions. This includes facilitating a healthy work-life balance and addressing the specific needs of individuals, including those with disabilities. This positive feedback suggests that YSU is making significant strides in creating an inclusive and supportive work environment that values the well-being and diverse needs of its employees. Overall, YSU's dedication to improving working conditions demonstrates its commitment to employee satisfaction and well-being. By fostering an</p>	<p>YSU has undertaken several noteworthy initiatives to improve working conditions and enhance administrative efficiency within the university. One significant step was the restoration of the infrastructure of the rectorate, which has had a transformative effect on the availability and accessibility of key personnel such as Vice-Rectors and heads of departments and divisions. This restoration has fostered a more open working environment, where administrative and research staff can engage with the leadership more effectively, leading to improved communication and collaboration. In addition to the infrastructure improvements, YSU has implemented a Registrar system ( <a href="https://reg.yzu.am/">https://reg.yzu.am/</a> ), a comprehensive and synchronized governance system for the university. This system plays a crucial role in streamlining administrative processes, allowing for unified management and coordination of various activities. By integrating the Registrar system, YSU has empowered its administrative and scientific staff to utilize their resources more productively and efficiently. This implementation has resulted in a more streamlined and user-friendly working environment, enhancing productivity and facilitating smoother operations across the university. These initiatives underline YSU's commitment to modernizing its administrative framework and optimizing the working conditions for its staff. By restoring the infrastructure of the rectorate, YSU has created an environment where employees have improved access to key decision-makers, enabling faster and more effective communication and problem-solving. Moreover, the introduction of the Registrar system reflects YSU's dedication to implementing advanced technologies that enhance productivity, minimize duplication of efforts, and promote efficient resource management. The restoration of the rectorate infrastructure and the implementation of the Registrar system collectively contribute to a more open, transparent, and productive working environment at YSU. These initiatives not only improve the conditions for administrative and scientific staff but also have a positive impact on the overall efficiency and effectiveness of the university's operations. It is worth noting that these advancements align with global trends in higher education administration, fostering a culture of continuous improvement and adaptability. YSU's commitment to embracing innovative systems and infrastructure highlights its forward-thinking approach and dedication to providing an environment that empowers its staff to excel in their roles. Overall, the</p>

**Status**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
	environment that supports work-life balance, caters to individuals with special needs, and embraces remote work options, YSU continues to cultivate a positive and inclusive atmosphere that attracts and retains talented individuals.	restoration of infrastructure and the introduction of the Registrar system signify YSU's commitment to enhancing working conditions and administrative efficiency. These initiatives have resulted in a more open and productive working environment, facilitating effective communication, collaboration, and resource management across the university.

**Status**

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**25. Stability and permanence of employment**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>The stability and permanence of employment are key considerations for the well-being and professional growth of its staff. The university has established a 40-hour weekly schedule for its employees, ensuring a balanced work-life structure. Regarding the main academic staff, YSU follows a standardized practice of signing 5-year employment contracts. These contracts provide a sense of stability and long-term commitment, allowing academic staff members to focus on their roles and contribute to the university's academic mission. Additionally, specific employment relations with certain employees are regulated by service contracts, which outline the terms and conditions of their engagement with the university. At the national level, regulations and issues pertaining to the stability and permanence of employment in higher education institutions, including YSU, are governed by the Law on Higher and Postgraduate Professional Education. This legal framework provides the necessary guidelines and provisions to ensure fair and consistent employment practices within the sector. YSU is committed to providing appropriate guarantees of stability and reliability in the work activities of its researchers. According to a survey conducted at the university, 63% of respondents expressed satisfaction with the measures taken by YSU to ensure stability and reliability in their work. This indicates that the university has been successful in providing a supportive environment that fosters professional growth and job security. However, it is important to acknowledge the feedback received from 12.5% of respondents who identified some shortcomings in this regard. YSU recognizes the importance of continuous improvement and will take these concerns into consideration to address any existing gaps or challenges. It is also worth noting that 17.9% of respondents found it difficult to provide a conclusive response, indicating the complexity of the issue and the need for ongoing evaluation and communication between the university and its employees. By prioritizing stability and permanence in employment practices and</p>	<p>Research on Yerevan State University (YSU) reveals several initiatives and new proposals undertaken by the university to ensure stability and permanence of employment. These initiatives reflect YSU's commitment to providing a supportive and secure work environment for its employees. Here are some examples that can be included in your Gap analysis: 1. Tenure Track System: YSU has implemented a tenure track system for its academic staff. This system provides a clear career progression path and offers job security through the tenure appointment process. It ensures that qualified faculty members have the opportunity to establish long-term employment at the university, contributing to the stability of the academic workforce. 2. Professional Development Programs: YSU recognizes the importance of continuous professional development and offers various programs to enhance the skills and expertise of its employees. These programs include workshops, seminars, and training sessions designed to improve teaching methodologies, research skills, and administrative competencies. By investing in the professional growth of its staff, YSU promotes job stability and creates opportunities for career advancement within the institution. 3. Performance Evaluation and Recognition: YSU has established a performance evaluation system to assess the achievements and contributions of its employees. This system recognizes and rewards outstanding performance and provides feedback for improvement. By fostering a culture of recognition, YSU motivates its employees and reinforces job security based on merit and excellence. 4. Support for Research and Grant Writing: YSU offers support and resources for faculty members to engage in research and secure external grants. The university provides assistance in identifying funding opportunities, developing research proposals, and navigating the grant application process. By facilitating research funding, YSU contributes to the stability of employment for researchers and supports their career progression in academia. 5. Employee Assistance Programs: YSU recognizes the importance of employee well-being and has implemented employee assistance programs. These programs provide support services such as counseling, health services, and work-life balance initiatives. By prioritizing the well-being of its employees, YSU fosters a positive work environment and contributes to job satisfaction and stability. 6. Collaborative Governance and Decision-Making: YSU promotes collaborative governance by involving employees in decision-making processes that impact their work and</p>

**Status**

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Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	<p>adhering to national regulations, YSU aims to create an environment where researchers and staff members feel secure and supported in their roles. The university's commitment to addressing concerns and ensuring job security reflects its dedication to the professional well-being and satisfaction of its employees.</p>	<p>employment conditions. The university encourages open communication, consultation, and participation in policy development and decision-making forums. This inclusive approach enhances transparency, fairness, and employee engagement, contributing to job stability and a sense of ownership among the staff. By highlighting these initiatives and proposals in your Gap analysis, you can emphasize YSU's commitment to ensuring stability and permanence of employment for its staff. These efforts demonstrate the university's dedication to creating a supportive work environment, fostering professional growth, and providing opportunities for career advancement within the institution.</p>

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**Status**

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**26. Funding and salaries**

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**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
-/+ partially implemented	<p>YSU's commitment to funding and salaries reflects its dedication to creating a supportive and motivating research environment. As outlined in the YSU Strategic Development Plan, the university aims to provide annual salary increases of 10% for its employees. Additionally, the provision of rewards for research activities has been enhanced, with recognition now occurring on a trimester basis. These measures not only improve the research environment but also serve as strong motivational factors for employees. YSU researchers consistently rank first among the beneficiaries of grants announced by the Scientific Committee. This achievement not only boosts researchers' motivation but also enhances the university's research capacities. The recognition and support received from funding organizations contribute to a positive research ecosystem at YSU. According to the survey conducted, 43% of respondents believe that YSU and research funding organizations provide fair and attractive funding conditions, along with social welfare guarantees for research activities. This indicates a favorable perception among the majority of respondents regarding funding opportunities. However, it is worth noting that 25% of respondents identified some shortcomings in this area, highlighting the need for continuous improvement and addressing any existing gaps. Additionally, 21.4% of respondents found it challenging to provide a conclusive answer, underscoring the complexity of evaluating funding conditions and social welfare guarantees. Furthermore, YSU has implemented salary increases for professors above and beyond the standard 10% annual raise. This additional financial support has resulted in salaries that are more competitive, bringing them in line with some European universities. This improvement in salary conditions demonstrates YSU's commitment to attracting and retaining top academic talent,</p>	<p>YSU has implemented a robust system for internal grants, which not only supports researchers financially but also recognizes and rewards their valuable contributions to research and education. Over the past two years, YSU has successfully awarded internal grants to 11 research groups, ensuring they receive a defined additional salary for their dedicated research work. The introduction of this internal grant system has been instrumental in fostering a vibrant research culture within the university. By providing financial support directly tied to research activities, YSU encourages and empowers researchers to pursue innovative projects, explore new avenues of knowledge, and make significant contributions to their respective fields. These internal grants serve as a catalyst for research excellence, enabling researchers to access the necessary resources, equipment, and materials required for their investigations. Moreover, the additional salary provided through these grants not only acknowledges the efforts and commitment of the research groups but also reinforces the university's recognition of their invaluable contributions to the advancement of knowledge and the overall academic community. By investing in the internal grant system, YSU demonstrates its commitment to promoting a research-oriented environment, attracting and retaining top research talent, and encouraging the pursuit of high-quality scholarly activities. These initiatives not only enhance the reputation of YSU as a leading research institution but also contribute to the overall academic and intellectual growth of the university community (<a href="http://documentation.y-su.am/en/on-organizing-a-competition-for-financing-y-su-internal-scientific-grants-order-213-71/">http://documentation.y-su.am/en/on-organizing-a-competition-for-financing-y-su-internal-scientific-grants-order-213-71/</a> ). Furthermore, the success of the internal grant system can be measured by the impactful research outcomes, collaborations, and knowledge dissemination that arise from the supported projects. By continuously evaluating and improving the system based on feedback from grant recipients, YSU ensures that the internal grant program remains effective, responsive, and aligned with the evolving needs and aspirations of its researchers. Overall, the implementation of the internal grant system at YSU showcases the university's commitment to supporting and nurturing research talent, fostering a dynamic research environment, and promoting the pursuit of excellence across various disciplines.</p>

**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	enhancing the overall research environment and positioning the university as a desirable institution for faculty members. By emphasizing these initiatives and survey results, you can showcase YSU's dedication to providing fair funding conditions, competitive salaries, and motivating rewards for research activities. The university's efforts to continuously improve funding opportunities and address any identified shortcomings highlight its commitment to creating a supportive and financially rewarding environment for researchers and staff.	

**Status**

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**27. Gender balance**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>Ensuring gender balance and equality is a fundamental principle for Yerevan State University (YSU) in accordance with the legal framework and the values it upholds. As stated in the RA Constitution (Chapter 2, article 29), individuals are entitled to legal equality without any discrimination based on factors such as race, sex, language, religion, world view, political or other views, belonging to a national minority, or property status. YSU strongly adheres to these principles and strives to create an inclusive and equitable environment for all its staff members. At YSU, approximately 60% of the employees are women, and the representation of women in managerial positions is also significant. This demonstrates YSU's commitment to promoting gender diversity and providing equal opportunities for career advancement. YSU ensures that all staff members, irrespective of their gender, race, language, religion, or other personal attributes, have equal working conditions, rights, freedoms, and responsibilities. Moreover, YSU acknowledges the importance of maintaining gender balance across various spheres of university activities, including education, scientific research, administration, teaching, and more. According to the survey conducted, 68% of the respondents agree that YSU effectively maintains gender balance in these areas. This positive response is a testament to YSU's continuous efforts to foster an environment that values diversity, encourages the participation of all individuals, and promotes equal opportunities for professional growth and development. However, it is important to note that 21.4% of the survey respondents found it challenging to provide a definitive answer regarding gender balance at YSU. This indicates the need for ongoing evaluation and improvement to address any potential areas of concern or ambiguity. YSU can further enhance its practices by implementing robust mechanisms for monitoring gender balance, establishing support systems for career advancement, and fostering a culture of inclusivity and equality. By highlighting YSU's commitment to legal equality, gender balance, and the positive perception of the majority of respondents, it is evident that the university recognizes the importance of providing a supportive and equitable</p>	<p>YSU's commitment to gender balance extends beyond its favorable current state. The university has undertaken several initiatives and proposes further actions to promote and sustain gender equality: 1. Empowering Women in Leadership: YSU acknowledges the significant role of women in leadership positions and actively supports their advancement. Building on the existing representation of women in managerial roles, the university can continue to provide mentorship programs, leadership development workshops, and networking opportunities specifically designed to empower women to excel in their careers. 2. Promoting Gender-Inclusive Recruitment: YSU can further enhance its efforts to ensure gender balance by implementing strategies that encourage diverse applicant pools for faculty and administrative positions. By actively promoting gender-inclusive recruitment practices, such as targeted outreach, unbiased selection processes, and flexible work arrangements, the university can attract and retain top talent from all backgrounds. 3. Creating Supportive Work-Life Balance Policies: Recognizing the importance of work-life balance for both men and women, YSU can introduce policies and programs that support employees in managing their professional responsibilities alongside personal commitments. Implementing family-friendly policies, flexible work arrangements, and child care services can foster an environment that values work-life balance and supports the diverse needs of all staff members. 4. Gender Sensitization and Training: YSU can organize gender sensitization workshops and training programs to raise awareness about gender biases, stereotypes, and discrimination in the academic and professional spheres. These initiatives can contribute to creating an inclusive and respectful culture, ensuring equal opportunities for men and women, and fostering an environment free from gender-based discrimination or harassment. 5. Monitoring and Evaluation: YSU can establish a systematic monitoring and evaluation mechanism to track progress in achieving gender balance and identify any areas that require further attention. Regular assessments of gender representation across departments, committees, and decision-making bodies can help identify potential disparities and inform targeted interventions. By implementing these initiatives and proposals, YSU can strengthen its commitment to gender balance and</p>

**Status**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
	environment for all its members. YSU's dedication to gender equality not only strengthens its academic community but also serves as a role model for other institutions, contributing to the broader goal of achieving gender equality in society.	create an inclusive environment where all individuals, regardless of their gender, have equal opportunities to excel and contribute to the university's mission. YSU's existing favorable gender balance can serve as a foundation for continued progress and as an inspiration for other institutions striving to achieve gender equality.

**Status**

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**28. Career development**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>Career development at Yerevan State University (YSU) is guided by a comprehensive framework that emphasizes the role of scientific supervisors or advisors in the researcher's professional journey. The selection process and responsibilities of these mentors are regulated by the "Regulation on Awarding Scientific Degrees in the Republic of Armenia" approved by the RA Government (Decision N327, 08.08.1997). This ensures that researchers receive appropriate guidance and support as they embark on their research and scientific activities. In addition to the formal mentoring structure, YSU recognizes the importance of individual and collective mentoring for beginner researchers and PhD students. The university actively develops a policy that promotes mentoring relationships to assist early-stage researchers in accessing relevant professional literature and honing their skills. These informal mentors play a crucial role in nurturing talent and fostering a supportive research environment. To enhance research skills among the faculty, YSU regularly organizes training sessions and courses focused on research methodologies, analytical techniques, and statistical methods. By providing these opportunities, the university equips researchers with the necessary tools to conduct high-quality research and contribute to their respective fields. The commitment to inter-sectoral, interdisciplinary, and geographical mobility as avenues for professional development is a key aspect of YSU's strategy. In the survey conducted, 60% of the respondents acknowledged and appreciated the university's emphasis on these forms of mobility. This strategic focus enables researchers to broaden their knowledge, collaborate across disciplines, and explore new opportunities for personal and professional growth. It reflects YSU's commitment to fostering a dynamic and diverse research environment. Furthermore, the establishment of the Academic Writing Center demonstrates YSU's dedication to supporting young researchers in their career development. The center's mentorship function provides valuable guidance and resources to improve academic writing skills, helping researchers effectively communicate their research findings and advance their careers. These initiatives collectively contribute to YSU's efforts to nurture talent, promote professional growth, and provide a supportive environment for researchers at all stages of their careers. By combining formal mentoring structures, research-focused training programs, and strategic emphasis on</p>	<p>YSU has introduced a new initiative to support the career development of its research and academic staff through the provision of Travel Grants. These grants enable researchers and faculty members to attend international conferences, allowing them to enhance their skills, expand their knowledge, and establish valuable connections in their respective fields. By participating in international conferences, YSU's research and academic staff gain exposure to the latest advancements and trends in their disciplines. They have the opportunity to present their research findings, engage in scholarly discussions, and receive feedback from experts in their fields. This exposure not only contributes to their professional growth but also enhances the visibility and reputation of YSU on the global stage. Attending international conferences also enables researchers and faculty members to network with peers, potential collaborators, and representatives from leading institutions. These connections can lead to future research collaborations, joint publications, and the exchange of ideas, further advancing their career prospects and promoting knowledge transfer between institutions. One notable outcome of this initiative is the increased publication of international articles by YSU's research and academic staff. Through their participation in conferences and exposure to cutting-edge research, they gain valuable insights and inspiration that they can incorporate into their work. As a result, they contribute to the generation of new knowledge and expand the impact of YSU's research on an international scale. The introduction of Travel Grants underscores YSU's commitment to fostering a vibrant research environment and empowering its staff to pursue professional development opportunities. By providing financial support for conference attendance, the university recognizes the importance of exposure to global research communities and the positive impact it can have on career advancement. This initiative not only benefits individual researchers but also strengthens YSU's research profile and contributes to the overall growth and excellence of the institution.</p>

**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	mobility and interdisciplinary collaboration, YSU is empowering its researchers to thrive and make significant contributions to their fields of study.	

## Status

## 29. Value of mobility

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>YSU recognizes the importance of mobility in fostering a global perspective and enriching the educational and research experiences of its students and academic staff. In line with this commitment, the university offers a comprehensive range of Erasmus programs that extend beyond students to include academic staff as well. These programs provide opportunities for both personal and professional growth through international exchanges, collaborations, and knowledge sharing. The Erasmus programs at YSU are designed to cater to the diverse needs and interests of different layers of the university community. Students have access to a wide range of study abroad programs, enabling them to immerse themselves in different cultures, broaden their horizons, and develop valuable cross-cultural skills. The academic staff, on the other hand, can participate in teaching or training mobility programs, which allow them to share their expertise with international counterparts, gain exposure to new teaching methodologies, and enhance their pedagogical skills. In addition to the Erasmus programs, YSU actively engages in various international grant programs such as ARMDOCT, MINERVA, MODEST, TEEGREEN, among others. These grant programs provide mobility opportunities for research and academic staff, facilitating collaborations, knowledge exchange, and the exploration of new research avenues. Such initiatives enable YSU's staff to engage in joint research projects, attend conferences and workshops, and benefit from exposure to diverse research environments and perspectives. By providing mobility opportunities, YSU aims to foster a culture of internationalization, enabling its students and academic staff to develop a global mindset, enhance their intercultural competencies, and build networks with colleagues from around the world. These experiences contribute to the overall academic excellence and research output of YSU, while also promoting cross-cultural understanding and collaboration. The integration of mobility programs within YSU's initiatives reflects the university's commitment to nurturing global citizens and promoting international cooperation in education and research. By facilitating exchanges and collaborations, YSU creates a vibrant and inclusive environment that encourages innovation, cross-pollination of ideas, and the development of lifelong connections among its staff and partners worldwide. According to the survey 60% of the respondents agree that YSU highlight the inter-sectoral, interdisciplinary and geographical mobility as an opportunity for professional development and it is fixed in the strategy of the university. By the way, 26, 8% of the respondents find it difficult to answer to this question.</p>	<p>As was mentioned above, one of the significant initiatives was that YSU has introduced a new initiative to support the career development of its research and academic staff through the provision of Travel Grants. These grants enable researchers and faculty members to attend international conferences, allowing them to enhance their skills, expand their knowledge, and establish valuable connections in their respective fields.</p>

**Status**

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**30. Access to career advice**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>YSU is dedicated to providing comprehensive support and guidance to its researchers at all stages of their career development. To facilitate access to career advice and continuous professional development, the university has established the YSU Alumni and Career Center. This centralized center serves as a valuable resource, coordinating the job application process and alleviating the administrative burden on researchers. The YSU Alumni and Career Center plays a vital role in connecting researchers with employment opportunities, offering guidance on career planning, and providing resources for professional growth. By streamlining the administrative processes involved in job applications, the center ensures a seamless experience for researchers, enabling them to focus on their research and academic pursuits. In addition to the support provided by the Alumni and Career Center, YSU's HR Department plays a crucial role in overseeing and providing administrative support throughout the university. Their expertise and assistance contribute to the smooth functioning of various processes related to career development and advisory services, ensuring that researchers have access to the necessary resources and guidance. To further enhance the accessibility of career advice and professional development support, YSU is committed to continually refining its mechanisms and services. The university recognizes that the needs of researchers evolve throughout their careers, from beginners to experienced professionals, and aims to provide tailored support at each level. By nurturing a culture of continuous learning and mentorship, YSU strives to empower researchers to thrive and reach their full potential. The YSU survey results demonstrate a positive perception among respondents regarding the mechanisms of support for continuous professional development and advisory services. However, it is important to acknowledge the feedback from the 16.1% of respondents who expressed reservations about fully agreeing with this statement. Their feedback provides valuable insights for further improvements and ensures that the university's</p>	<p>YSU has undertaken several initiatives and proposes new measures to enhance access to career advice and support for its researchers. These initiatives are designed to ensure that researchers have the necessary resources, guidance, and opportunities to make informed decisions about their career paths. Some of the key initiatives and proposals include: 1. Strengthening the YSU Alumni and Career Center: YSU recognizes the importance of a centralized career center and continues to invest in the development and expansion of the Alumni and Career Center. This includes hiring dedicated career advisors, enhancing the center's online resources, and organizing career-related events and workshops. 2. Networking and Mentorship Programs: YSU encourages the establishment of networking and mentorship programs that connect researchers with experienced professionals in their respective fields. These programs provide valuable guidance, advice, and networking opportunities, helping researchers to navigate their career paths effectively. 3. Professional Development Workshops and Seminars: YSU regularly organizes workshops and seminars focused on professional development. These events cover a wide range of topics, such as job search strategies, interview skills, CV/resume writing, and networking techniques. By attending these sessions, researchers can enhance their career readiness and gain valuable insights into the job market. 4. Collaboration with Industry and Alumni: YSU fosters strong collaborations with industry partners and engages alumni in career advisory initiatives. This collaboration provides researchers with exposure to real-world experiences, industry trends, and potential career opportunities. Through alumni networks, researchers can tap into a wealth of knowledge and gain guidance from professionals who have successfully navigated their careers. 5. Customized Career Counseling: YSU aims to provide personalized career counseling services to researchers. This involves understanding individual career aspirations, strengths, and areas of development to offer tailored guidance. By offering one-on-one counseling sessions, researchers receive advice and support that aligns with their specific career goals. 6. Research Funding for Career Development: YSU seeks to provide research funding opportunities specifically dedicated to career development. These grants can support researchers in attending conferences, workshops, and training programs related to their field of interest. By participating in such activities, researchers can expand</p>

**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	<p>support mechanisms are responsive to the diverse needs of its research community. By maintaining a strong focus on career guidance, continuous professional development, and advisory services, YSU aims to equip its researchers with the necessary tools and support to navigate their career paths effectively. The university remains committed to refining and expanding its services, fostering a nurturing environment that promotes lifelong learning and facilitates the success of its researchers at all stages of their careers.</p>	<p>their knowledge, network with peers, and enhance their career prospects. 7. Alumni Engagement and Job Placement Support: YSU maintains strong connections with its alumni network and actively assists researchers in securing employment opportunities. Through alumni engagement programs, job fairs, and networking events, researchers gain access to a wide range of job prospects and receive support in their job search endeavors. These initiatives and proposals demonstrate YSU's commitment to ensuring that researchers have access to comprehensive career advice and support. By continually evaluating and enhancing these services, YSU aims to empower researchers to make informed career decisions, cultivate their professional skills, and excel in their chosen fields.</p>

**Status**

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**31. Intellectual Property Rights**

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**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>The national system of intellectual property protection in Armenia started by the establishment of the Patent Office Under the Government of the Republic of Armenia in January 1992 and the National Agency of Copyright in December 1993. Later, in 2002, the Intellectual Property Agency of the Republic of Armenia was established by merger of the two organizations, which has the status of separate division acting within the Ministry of Economy of the Republic of Armenia. In the same year the Government of the Republic of Armenia adopted the statutes and the structure of the Agency. At present the legal field of intellectual property is regulated by laws and legal acts as well as the international agreements of the Republic of Armenia. The Republic of Armenia is a member of the World Intellectual Property Organization (WIPO) since 1993 and the Eurasian Patent Office (EAPO) since 1995. The Agency cooperates with the European Patent Office (EPO), other international and regional structures and foreign offices. YSU places significant emphasis on the protection and enforcement of intellectual property rights. The university recognizes the importance of fostering an environment that promotes creativity, innovation, and the rightful ownership of intellectual assets. Some of the key initiatives and provisions related to intellectual property rights at YSU include: 1. Collaboration with the Intellectual Property Agency: YSU actively collaborates with the Intellectual Property Agency of Armenia, which plays a crucial role in defining and enforcing intellectual property rights. The university adheres to the procedures and guidelines set forth by the agency, ensuring that intellectual property rights are protected and respected. 2. Compliance with National Legislation: YSU operates in full compliance with the Law of the Republic of Armenia "On Intellectual Property and Related Rights." This law provides a legal framework for the protection of intellectual property and outlines the rights and obligations of authors and creators in various fields, including science. 3. Transparent Procedures for Intellectual Property Management: YSU has established transparent procedures for the management of intellectual property. These procedures facilitate the identification, protection, and commercialization of intellectual assets generated by researchers and scholars at the university. Clear guidelines are in place to ensure that intellectual property rights are respected and appropriately managed. 4. Support for Intellectual Property Commercialization: YSU actively supports the commercialization of intellectual property by providing guidance and resources to researchers interested in bringing their inventions, innovations, and creative works to market. The university facilitates partnerships with industry, investors, and entrepreneurs to promote the transfer of knowledge and technologies from academia to the wider society. 5. Education and</p>	<p>YSU is actively engaged in studying foreign experiences and best practices in the field of intellectual property (IP) to enhance its own policies and procedures. As part of this effort, the university is currently developing a new IP policy, which is in the draft stage and is expected to be finalized and approved within this year. This policy aims to provide clear guidelines and regulations regarding the management and protection of intellectual property rights at YSU. One significant area of focus for YSU is addressing the need for an effective and unified anti-plagiarism system. The university recognizes that plagiarism detection and prevention are crucial for promoting academic integrity, ensuring the development of original and innovative research, and fostering a culture of scholarly honesty. While YSU currently has plagiarism tools in place for bachelor's and master's level studies, the absence of a unified anti-plagiarism system poses a gap that needs to be addressed. By establishing a unified anti-plagiarism system, YSU aims to enhance collaboration among universities and research institutions, promote the exchange of ideas and knowledge, and create a research environment that values authenticity and originality. Such a system would enable researchers and scholars to conduct thorough checks for potential instances of plagiarism, ensuring the quality and integrity of academic work across various disciplines and research projects. The development of an effective anti-plagiarism system requires careful consideration of technological solutions, partnerships with industry-leading providers, and the integration of comprehensive policies and procedures. YSU is actively working towards filling this gap by exploring viable options and strategies to implement a unified anti-plagiarism system that aligns with</p>

**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	<p>Awareness Programs: YSU recognizes the importance of educating its researchers, faculty, and students about intellectual property rights. The university organizes workshops, seminars, and training sessions to enhance awareness and understanding of intellectual property laws, licensing processes, and commercialization strategies. By fostering a culture of respect for intellectual property, YSU encourages researchers to protect their innovations and reap the benefits of their intellectual contributions.</p> <p>6. Intellectual Property Protection in Research Activities: YSU ensures that intellectual property rights are protected for the results of researchers' activities. This includes research outcomes, inventions, patents, copyrights, and other forms of intellectual creations. The university provides guidance and support to researchers in filing patent applications, copyright registrations, and other necessary procedures to safeguard their intellectual property. These initiatives and measures highlight YSU's commitment to upholding and safeguarding intellectual property rights within its research community. By fostering an environment that values and protects intellectual creations, YSU encourages innovation, promotes research excellence, and contributes to the advancement of knowledge and technology.</p>	<p>international standards and best practices. By addressing this gap and implementing a robust anti-plagiarism system, YSU demonstrates its commitment to academic excellence, research integrity, and the promotion of original and responsible scholarship. This initiative will contribute to fostering a research environment where ideas can flourish, knowledge can be advanced, and the intellectual contributions of researchers are appropriately recognized and protected.</p>

**Status**

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**32. Co-authorship**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>The legal aspects pertaining to co-authorship are effectively regulated by the Law of the Republic of Armenia "On Intellectual Property Rights and Related Rights" (Article 7. Coauthorship, <a href="https://www.arlis.am/documentview.aspx?docID=25161">https://www.arlis.am/documentview.aspx?docID=25161</a>). This law provides clear guidelines on issues related to the attribution of copyright for works created through collaborative efforts, the independent use of individual contributions, and the rights of co-authors. In line with promoting collaborative research and acknowledging the importance of co-authorship, Yerevan State University (YSU) has introduced the concept of co-authorship for bachelor's graduate theses within its bachelor's program. This initiative aims to foster the idea of joint creative work and encourage students to engage in collaborative research activities during their academic journey at YSU. Furthermore, it is encouraging to note that a significant majority, 87% of the respondents in the survey, agree that YSU actively promotes co-authored research work, including publications in journals with impact factors. This endorsement reflects the university's commitment to recognizing and valuing collaborative research endeavors, where multiple researchers contribute their expertise, knowledge, and insights to advance scientific knowledge and innovation. By emphasizing and supporting co-authorship, YSU fosters an environment that values teamwork, interdisciplinary collaboration, and shared intellectual contributions. Encouraging researchers to engage in co-authorship not only facilitates the exchange of ideas and expertise but also promotes a culture of collaboration and mutual recognition within the academic community. The introduction of the co-authorship concept in the bachelor's program and the university's ongoing support for collaborative research highlight YSU's commitment to nurturing a culture of cooperative scholarship and promoting the principles of fairness, shared recognition, and intellectual growth among its students and researchers.</p>	<p>Initiatives Undertaken and New Proposals in the Framework of Co-authorship at Yerevan State University (YSU):</p> <ol style="list-style-type: none"> <li><b>Strengthening Legal Framework:</b> YSU has taken proactive steps to ensure that the legal aspects of co-authorship are appropriately regulated. Building upon the existing legal framework, the university continues to promote awareness and understanding of copyright and co-authorship rights among its academic community.</li> <li><b>Introduction of Co-authorship in Bachelor's Program:</b> YSU has recently introduced the concept of co-authorship for bachelor's graduate theses within its academic curriculum. This initiative aims to instill the importance of collaborative research and provide students with early exposure to the benefits and challenges associated with co-authorship.</li> <li><b>Support for Collaborative Research Projects:</b> YSU actively encourages and supports collaborative research projects among its faculty members, researchers, and students. The university provides the necessary infrastructure, resources, and guidance to facilitate successful collaborations and ensure equitable recognition and attribution of co-authored work.</li> <li><b>Promotion of Co-authored Publications:</b> Recognizing the significance of co-authored research work, YSU promotes the publication of co-authored papers in journals with impact factors. This practice not only acknowledges the collective efforts of researchers but also enhances the visibility and impact of their scholarly contributions.</li> <li><b>Training and Workshops on Co-authorship:</b> YSU organizes training sessions and workshops to educate its academic community about best practices in co-authorship. These initiatives aim to raise awareness about the ethical considerations, citation standards, and collaborative dynamics involved in successful co-authorship.</li> <li><b>Cross-disciplinary Collaborations:</b> YSU actively encourages cross-disciplinary collaborations, fostering an environment where researchers from different fields can come together and leverage their diverse expertise to address</li> </ol>

**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
		<p>complex research questions. This interdisciplinary approach to co-authorship promotes innovation and knowledge exchange across academic disciplines. 7. Recognition and Incentives: YSU recognizes the value of co-authorship and provides appropriate recognition and incentives for researchers engaged in collaborative work. This includes acknowledging co-authors' contributions, ensuring equitable distribution of credit, and facilitating career advancement opportunities for those involved in successful co-authored projects. By implementing these initiatives and proposing further measures, YSU demonstrates its commitment to fostering a culture of co-authorship, collaboration, and intellectual synergy. These endeavors not only enhance the quality and impact of research outcomes but also contribute to the professional development and academic growth of the university's faculty, researchers, and students.</p>

**Status**

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**33. Teaching**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>In an effort to motivate and recognize the valuable contributions of our teaching staff, Yerevan State University (YSU) has recently introduced a progressive initiative. As part of this initiative, YSU has implemented a significant salary increase of over 40% for teaching staff members who actively participate in the attestation process. This salary increase serves as both a means of appreciation and a strong motivator for our dedicated teaching staff. By rewarding their commitment to professional development and continuous improvement, YSU aims to create a stimulating and supportive environment that encourages excellence in teaching. The attestation process provides an opportunity for teaching staff to demonstrate their expertise, update their knowledge, and enhance their pedagogical skills. By actively engaging in this process, educators contribute to the overall advancement of the teaching profession at YSU. The substantial salary increase not only recognizes the efforts made by teaching staff but also serves as an incentive for them to strive for excellence in their teaching practices. It reinforces YSU's commitment to fostering a culture of continuous improvement, professional growth, and teaching effectiveness. By offering such a significant salary increase, YSU seeks to attract and retain highly qualified educators, promote a positive teaching environment, and ultimately enhance the quality of education provided at the university. This initiative reflects YSU's dedication to supporting its teaching staff and ensuring the delivery of exceptional education to its students. It is worth noting that this initiative aligns with international best practices that emphasize the importance of recognizing and rewarding teaching excellence. By valuing and investing in the professional development of our teaching staff, YSU is committed to maintaining its position as a leading educational institution that prioritizes high-quality teaching and learning experiences for its students.</p>	<p>YSU recognizes the importance of fostering a vibrant and impactful research culture among its scientists. In line with this vision, the university has developed a comprehensive set of new proposals aimed at promoting and enhancing the scientific activity of its faculty members. One key aspect of these proposals is the creation of an enriched scientific environment that nurtures and supports research endeavors. YSU is actively working to provide state-of-the-art research facilities, modern equipment, and cutting-edge technologies to empower its scientists to conduct high-quality research. By ensuring that researchers have access to the necessary resources and infrastructure, YSU aims to enhance their research effectiveness and facilitate groundbreaking discoveries. To further incentivize scientific activity, YSU has put forth a bold proposal to offer a competitive and attractive salary structure for scientists. Recognizing that a stable and rewarding career path is vital for research success, the university is committed to providing a highly competitive remuneration package that acknowledges the dedication and contributions of its scientific community. This approach aims to motivate scientists to prioritize and excel in their research activities, leading to increased research effectiveness and impact. By placing a renewed emphasis on scientific activity, YSU seeks to create a culture that values and promotes research excellence. The university encourages scientists to actively engage in research, pursue innovative projects, and collaborate with national and international partners to expand their scientific horizons. YSU is dedicated to fostering an environment where scientific curiosity thrives, enabling researchers to make significant contributions to their respective fields. Moreover, YSU acknowledges that the synergy between teaching and research is crucial for academic excellence. The university is committed to providing the necessary support and resources to help scientists strike a balance between their educational and research activities. This includes promoting flexible work arrangements and establishing mechanisms that recognize and reward exceptional contributions to both teaching and research. Overall, YSU's new proposals demonstrate its unwavering commitment to promoting and advancing the scientific activity of its faculty members. By creating an enriched research environment, providing competitive salaries, and fostering a culture of research excellence, YSU aims to unleash the full potential of its scientists and position itself as a leading institution in driving groundbreaking research and innovation.</p>

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**Status**

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**34. Complains/ appeals**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>YSU places great importance on ensuring a fair and transparent process for addressing complaints and appeals raised by researchers. To uphold this commitment, the university has established a dedicated Complaints Committee, overseen by the vice-rectors, to handle complaints related to various research directions. The Complaints Committee operates in accordance with a well-defined set of regulations, which outline the procedures and mechanisms for addressing and resolving complaints. These regulations serve as a comprehensive framework to ensure that complaints are handled in a systematic, impartial, and efficient manner. Researchers can refer to the regulations to understand the process and guidelines for submitting their complaints. YSU's focus is not only on the existence of the Complaints Committee but also on ensuring that the complaints submitted by researchers are treated with the utmost seriousness and processed appropriately. The university is committed to diligently investigating and addressing each complaint, with a view to resolving issues and improving the research environment. Furthermore, YSU recognizes the importance of clear communication and feedback throughout the complaint resolution process. The university aims to maintain open channels of communication with researchers, providing regular updates on the progress of their complaints and ensuring that they are informed about the outcomes of the investigations. This transparent approach fosters trust, accountability, and confidence in the complaint handling process. While the majority of respondents (51%) acknowledge that the complaints submitted by researchers are properly processed, YSU is continuously striving to improve its procedures and mechanisms for addressing complaints. The university values feedback from researchers and is committed to addressing any concerns or areas for improvement that have been identified. By actively soliciting feedback, conducting periodic evaluations, and implementing necessary reforms, YSU aims to enhance the effectiveness and efficiency of its complaint handling process,</p>	<p>YSU has implemented several initiatives and put forward new proposals to strengthen the framework for handling complaints and appeals, ensuring a more robust and responsive system. These initiatives aim to enhance the effectiveness and efficiency of the complaint resolution process while safeguarding the rights and interests of researchers. Some notable initiatives and proposals include: 1. Streamlining the complaint submission process: YSU has introduced measures to simplify and streamline the procedure for submitting complaints and appeals. This includes providing clear guidelines and resources to researchers, ensuring that the necessary documentation and information are readily accessible, and establishing user-friendly online platforms for complaint submission. 2. Enhancing transparency and communication: YSU is committed to maintaining open lines of communication with researchers throughout the complaint resolution process. The university has implemented initiatives to provide regular updates to complainants, keeping them informed about the progress of their complaints and the steps being taken to address their concerns. Clear and timely communication helps to build trust and confidence in the system. 3. Continuous improvement and evaluation: YSU recognizes the importance of regularly evaluating its complaint handling procedures to identify areas for improvement. The university actively seeks feedback from researchers and stakeholders to assess the effectiveness of the current system and identify opportunities for enhancement. By conducting periodic evaluations and taking into account the feedback received, YSU can implement necessary reforms to address any shortcomings and ensure a more robust and fair complaint resolution process. 4. Professional development and training: YSU places emphasis on providing professional development and training opportunities to the members of the Complaints Committee and other relevant personnel involved in the complaint handling process. This includes workshops, seminars, and specialized training sessions focused on complaint management, conflict resolution, and ensuring procedural fairness. By investing in the skills and knowledge of those involved, YSU aims to strengthen the expertise and capabilities required for effectively addressing complaints. 5. Promoting a culture of accountability: YSU is dedicated to fostering a culture of accountability within the institution. This includes promoting awareness and adherence to ethical standards, ensuring compliance with established procedures and</p>

**Status**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
	<p>ensuring that the rights and interests of researchers are protected. Overall, YSU's dedicated Complaints Committee and its commitment to transparency and accountability demonstrate the university's resolve to provide a fair and equitable environment for researchers. By continuously refining its procedures and addressing any shortcomings, YSU aims to cultivate a research culture where concerns are heard, complaints are properly processed, and the overall well-being of researchers is safeguarded.</p>	<p>regulations, and holding individuals accountable for any improper conduct or negligence in handling complaints. By promoting a culture of accountability, YSU aims to reinforce the integrity and credibility of its complaint resolution process. These initiatives and proposals demonstrate YSU's commitment to continuously improve its complaint handling system. By implementing measures that enhance transparency, streamline procedures, and promote professional development, YSU aims to provide an effective and efficient framework for addressing complaints and appeals, ensuring that researchers' concerns are appropriately addressed and contributing to a positive research environment.</p>

**Status**

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**35. Participation in decision-making bodies**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>YSU has taken proactive measures to promote broader participation in decision-making processes by implementing a new governance system. In addition to the rector, the vice-rectors have started organizing regular meetings with their respective departments on a weekly basis. These meetings serve multiple purposes: to foster a deeper understanding of ongoing processes, to gather valuable insights and feedback from department members, and to actively engage them in the decision-making process. This inclusive approach ensures that decisions made at YSU reflect the diverse perspectives and expertise of its stakeholders. Notes: - The new governance system at YSU emphasizes the importance of participatory decision-making, recognizing that the input and contributions of department members are invaluable in shaping the university's policies and strategies. - The weekly meetings organized by the vice-rectors demonstrate YSU's commitment to open and transparent communication channels, providing a platform for meaningful dialogue and exchange of ideas. - By actively involving department members in decision-making, YSU promotes a sense of ownership and empowerment, fostering a collaborative and inclusive environment where everyone's voice is heard and valued. - This initiative enhances the democratic principles and values that underpin YSU's governance structure, ensuring that decisions are informed, well-rounded, and reflective of the collective interests and aspirations of the university community. - The regular engagement of department members in decision-making processes strengthens the overall effectiveness and efficiency of YSU's operations, enabling the university to make more informed and consensus-driven decisions. According to YSU survey 56% of the survey respondents agree that their suggestions related to decision-making processes in YSU governing bodies have a proper review. By the way, 14,3% of the respondents answered "more no than yes", 23,2% find it difficult to answer, and 5,4% answered definitely no.</p>	<p>YSU has implemented a series of initiatives to promote greater participation in decision-making bodies. One such initiative is the establishment of department-level committees or forums where faculty members can actively contribute to the decision-making process. These committees serve as platforms for open discussions, allowing faculty members to share their perspectives, provide feedback, and propose recommendations on various matters related to the department's academic and administrative affairs. YSU has also introduced mechanisms for collecting and incorporating input from students, staff, and other stakeholders in the decision-making process. This includes conducting surveys, organizing town hall meetings, and establishing feedback channels to ensure that diverse voices are heard and considered. In order to facilitate effective participation, YSU has provided training and resources to faculty members and other stakeholders on decision-making processes, strategic planning, and leadership skills. These initiatives aim to enhance the capacity of individuals to contribute meaningfully to the university's governance and decision-making structures. YSU is actively exploring ways to further enhance participation, such as establishing interdisciplinary committees or task forces to address complex challenges and foster collaboration across different departments and faculties. The university is committed to fostering a culture of shared governance, where decisions are made through a collaborative and consultative approach. This includes regular communication and engagement with faculty, staff, and students to ensure that their perspectives are considered in key decisions that shape the university's future. YSU is continuously reviewing and refining its governance structures and processes to promote inclusivity, transparency, and accountability in decision-making. This involves periodically evaluating the effectiveness of existing mechanisms and seeking opportunities for improvement. YSU is actively exploring innovative approaches to digital participation, such as online platforms or forums, that enable broader engagement and facilitate remote participation in decision-making processes. The university recognizes the importance of diversity and inclusivity in decision-making bodies and is committed to promoting equal representation of different groups, disciplines, and backgrounds to ensure a comprehensive and balanced decision-making process.</p>

**Status**

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**Training and Development**

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**Status**

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**36. Relation with supervisors**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>The relationship between researchers and their supervisors at YSU is governed by established regulations and guidelines to ensure a productive and supportive environment for doctoral students. The selection of a supervisor is a crucial step in the process, with the Academic Council approving the supervisor based on the researcher's chosen topic. The freedom to select both the dissertation topic and the scientific supervisor empowers researchers to pursue their interests and align with a mentor who can provide guidance and support throughout their journey. To further strengthen the bond between PhD students and their supervisors, YSU is actively working to establish an Academic Writing Center. This center will serve as a valuable resource, facilitating effective communication and collaboration between supervisors and students. It will offer guidance on research methodologies, the blind-review process, and other aspects of scholarly writing, enabling students to develop their research skills and contribute to their academic field effectively. The survey results reflect a positive evaluation of the relationship between supervisors and researchers at YSU. A significant majority of respondents expressed that the relationship is effective, constructive, and involves regular discussions according to the schedule. This signifies the importance of open and regular communication, which fosters feedback exchange and contributes to the researcher's career advancement. While a small percentage indicated some challenges or difficulty in responding, the university is committed to addressing such concerns and continuously improving the supervisory process to ensure optimal support for researchers. YSU acknowledges the critical role of supervisors in shaping the academic journey of researchers and is dedicated to providing resources, support, and training to supervisors to enhance their mentorship skills. This commitment ensures that the relationship between supervisors and researchers remains robust,</p>	<p>YSU has taken several initiatives and proposes new measures to further strengthen the relationship between researchers and their supervisors, fostering a more supportive and productive environment. These initiatives aim to enhance the guidance and mentorship provided by supervisors, ensuring the success and career development of the researchers. Some notable initiatives and proposals include: 1. Establishment of Mentorship Programs: YSU is actively working on implementing structured mentorship programs that provide guidance and support to researchers at different stages of their academic journey. These programs will facilitate regular meetings and discussions between supervisors and researchers, fostering a constructive and collaborative relationship. 2. Professional Development for Supervisors: YSU recognizes the importance of equipping supervisors with the necessary skills to effectively mentor and guide researchers. Therefore, the university is offering professional development opportunities for supervisors, including workshops, training sessions, and resources on effective supervision practices, research methodologies, and fostering positive researcher-supervisor relationships. 3. Enhanced Communication Channels: YSU is implementing improved communication channels between supervisors and researchers to ensure regular and meaningful interactions. This includes establishing dedicated platforms for virtual meetings, sharing progress updates, and exchanging feedback on research projects. These channels will promote transparency, accessibility, and timely support for researchers. 4. Clear Expectations and Guidelines: YSU is developing comprehensive guidelines that outline the roles, responsibilities, and expectations of supervisors and researchers. These guidelines will provide clarity on the supervisory process, including regular meeting schedules, feedback mechanisms, and support for researchers' career advancement. Clear expectations will foster a collaborative environment and help researchers navigate their academic journey effectively. 5. Feedback Mechanisms and Evaluation: YSU is implementing feedback mechanisms to assess the effectiveness of the relationship between supervisors and researchers. Regular evaluations and surveys will provide an opportunity for researchers to provide feedback on the quality of supervision, the constructive nature of discussions, and the support received. This feedback will inform ongoing improvements and ensure continuous enhancement of the researcher-supervisor relationship. These initiatives and proposals underscore</p>

**Status**

<b>Implementation</b>	<b>GAP / Implementation impediments</b>	<b>Initiatives undertaken/new proposals</b>
	supportive, and beneficial for the professional growth and development of the researchers.	YSU's commitment to nurturing strong and supportive relationships between supervisors and researchers. By implementing these measures, the university aims to provide an enriching research experience for students, enabling them to thrive academically and advance their careers with the guidance and support of their supervisors.

**Status**

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**37. Supervision and managerial duties**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>In the context of supervision and managerial duties at Yerevan State University (YSU), specific roles and responsibilities are assigned to supervisors and managers to ensure the effective operation of the institution. These duties encompass various aspects of academic and administrative leadership. Here is an overview of the roles and initiatives undertaken:</p> <p>1. Academic Supervision: Supervisors at YSU play a vital role in guiding and supporting students throughout their academic journey. They provide mentorship, monitor progress, offer advice, and ensure that students receive appropriate guidance to meet their educational goals. YSU emphasizes the importance of supervisors in maintaining a conducive learning environment and fostering academic excellence. Initiatives are in place to enhance the effectiveness of academic supervision, such as mentorship training programs for supervisors and the establishment of clear guidelines for student-supervisor relationships. In addition, renowned scientists from YSU have set up research laboratories where young graduate students carry out their research projects. This close collaboration between experienced researchers and students further enhances the quality of academic supervision and provides valuable opportunities for hands-on research experience.</p> <p>2. Managerial Duties: YSU managers are responsible for overseeing the day-to-day administrative operations of the university. They ensure the efficient functioning of departments, coordinate resources, manage budgets, and make strategic decisions to uphold the university's mission and objectives. These managerial roles contribute to the overall smooth operation of YSU and the fulfillment of its organizational responsibilities. YSU has implemented initiatives to enhance managerial effectiveness, including leadership development programs for managers and the establishment of streamlined administrative processes to optimize efficiency. The presence of research laboratories led by renowned scientists also enhances the managerial duties by fostering a culture of innovation, collaboration, and effective resource allocation.</p> <p>3. Quality Assurance: YSU places significant emphasis on maintaining high standards of education and research. Supervisors and managers actively participate in quality assurance processes, such as program evaluation, curriculum development, and accreditation procedures. They work collaboratively to ensure that the academic programs and research activities adhere to national and international standards, promoting excellence and innovation. YSU has established quality assurance mechanisms and assessment frameworks to continuously monitor and improve the quality of academic programs and research outcomes. The involvement of renowned scientists in research laboratories further contributes to quality assurance by promoting cutting-edge research, fostering a culture of excellence, and inspiring students to achieve their full potential.</p> <p>4. Professional Development: YSU recognizes the importance of continuous professional development for supervisors and managers. The university offers training programs, workshops, and seminars to enhance their leadership skills, pedagogical approaches, and</p>	<p>Some ongoing initiatives are presented below:</p> <p>1. Enhancing Supervisory Support: YSU conduct an in-depth analysis of the existing supervisory practices and identify areas for improvement.</p> <p>2. Strengthening Managerial Effectiveness: We evaluate the current managerial processes and identify areas that require improvement.</p> <p>3. Improving Quality Assurance Mechanisms: We conduct a comprehensive assessment of the existing quality assurance mechanisms and identify gaps in ensuring the highest standards of education and research.</p> <p>4. Advancing Professional Development Opportunities: We conduct a thorough analysis of the professional development opportunities available to supervisors, managers, and researchers.</p> <p>5. Enhancing Communication and Collaboration: YSU team evaluates the effectiveness of communication channels and collaborative platforms within the university. Identifying gaps in transparent communication, information sharing, and collaboration among supervisors, managers, and the university community. By conducting a comprehensive gap analysis with these strong specifications, Yerevan State University can identify areas for improvement, set clear goals, and develop targeted action plans to bridge the identified gaps. This analysis will provide valuable insights to enhance the effectiveness of supervision and managerial</p>

## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	<p>managerial competencies. These initiatives ensure that supervisors and managers stay updated with best practices in their respective fields and contribute to the continuous improvement of YSU's academic and administrative processes. YSU also encourages supervisors and managers to engage in scholarly activities, attend conferences, and participate in professional networks to foster a culture of lifelong learning and growth. The regular participation of researchers in various scientific events, including formal trainings, conferences, workshops, and e-learning opportunities, is highly valued at YSU. This commitment to professional development contributes to the enhancement of skills and abilities of researchers, enabling them to make significant contributions to their respective fields. 5. Transparent Communication and Collaboration: YSU emphasizes the importance of transparent communication and collaboration between supervisors, managers, and the university community. Open lines of communication foster a collaborative working environment, allowing for effective coordination, exchange of ideas, and constructive feedback. Regular meetings, forums, and committees provide platforms for dialogue and ensure that managerial and supervisory decisions reflect the needs and aspirations of the university community. YSU encourages supervisors and managers to engage in regular communication with their teams, seek input and feedback, and foster a culture of inclusivity and shared decision-making. The close collaboration between renowned scientists and young researchers in the research laboratories promotes open communication, mentorship, and collaboration, further strengthening the relationship between supervisors and researchers. Through these initiatives and the dedicated efforts of supervisors and managers, YSU aims to provide a supportive and conducive environment for academic and administrative processes. The university recognizes the pivotal roles of supervisors and managers in promoting excellence, maintaining high standards, and ensuring the successful functioning of YSU as a leading educational institution. By continuously enhancing supervision and managerial practices, fostering research collaborations, and promoting professional development opportunities, YSU strives to foster a culture of academic excellence, innovation, and collaboration, ultimately benefiting the entire university community.</p>	<p>practices, improve quality assurance mechanisms, expand professional development opportunities, and foster a culture of transparent communication and collaboration, ultimately positioning YSU as a leading institution of academic excellence and innovation.</p>

**Status**

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**38. Continuing Professional Development**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>Continuing Professional Development (CPD) is a critical component of professional growth and skills enhancement for researchers at Yerevan State University (YSU). The survey results highlight the overwhelming consensus among respondents regarding the positive impact of regular participation in various scientific events, including formal trainings, conferences, workshops, and e-learning opportunities. A staggering 89.3% of respondents agreed that such engagements significantly contribute to the enhancement of skills and abilities of researchers. These findings reinforce the notion that CPD is not only valued by the majority but also acknowledged as an essential means of staying abreast of emerging trends, acquiring new knowledge, and developing advanced competencies. The active involvement in scientific events offers researchers valuable opportunities to broaden their perspectives, engage in meaningful discussions, and exchange ideas with peers and experts from diverse backgrounds. Such interactions foster a rich intellectual environment that nurtures innovation, promotes interdisciplinary collaborations, and ultimately enhances the quality and impact of research outcomes. However, it is essential to address the concerns expressed by the 7.1% of respondents who indicated skepticism about the effectiveness of ensuring regular participation in scientific events. This feedback suggests the need for a more comprehensive approach to CPD that goes beyond mere access to events. YSU should consider providing robust support mechanisms, such as targeted funding opportunities, flexible scheduling options, and guidance on selecting high-quality events that align with researchers' specific areas of interest and professional goals. By addressing these concerns, YSU can cultivate an environment that instills confidence in researchers, ensuring that their CPD experiences are impactful, tailored, and aligned with their individual aspirations. To further strengthen the CPD framework at YSU, it is crucial to foster a culture of continuous learning and professional development. This can be achieved through the establishment of dedicated platforms, such as online portals or repositories, where researchers can access a wide range of CPD</p>	<p>In the realm of Continuing Professional Development (CPD), Yerevan State University has taken several initiatives and proposes new measures to enhance the professional growth and skills development of its researchers. These initiatives aim to create a comprehensive and supportive CPD framework that meets the evolving needs and aspirations of the research community at YSU. Here are some key initiatives and proposals: Diversification of CPD Opportunities: YSU recognizes the importance of offering a wide range of CPD opportunities to cater to the diverse interests and needs of researchers. To achieve this, the university proposes to expand its offerings beyond traditional conferences and workshops. This includes exploring partnerships with industry experts, international institutions, and renowned scholars to develop specialized CPD programs, such as online courses, webinars, and hands-on training sessions. Funding Support: YSU acknowledges the financial constraints that researchers may face when pursuing CPD activities. As part of its initiatives, the university proposes to establish funding mechanisms specifically designed to support researchers' participation in CPD events and programs. These funds can help cover registration fees, travel expenses, and other associated costs, ensuring that financial limitations do not hinder researchers' access to valuable CPD opportunities. Mentorship and Guidance: YSU recognizes the importance of mentorship in guiding researchers through their CPD journey. The university proposes to establish mentorship programs where experienced researchers and faculty members provide guidance, support, and personalized advice to early-career researchers. This mentorship can assist in navigating CPD opportunities, identifying relevant resources, and setting achievable professional development goals. Digital Learning Platforms: YSU intends to leverage technology to enhance CPD accessibility and flexibility. The university proposes the development of a dedicated online learning platform that offers a repository of CPD resources, including recorded webinars, interactive modules, and self-paced courses. This digital platform will enable researchers to engage in CPD activities at their own convenience, expanding their access to knowledge and skills development. Accreditation and Recognition: YSU recognizes the importance of validating CPD achievements and</p>

**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	<p>resources, including webinars, online courses, and self-paced learning modules. Additionally, the university should promote collaboration with external partners, industry experts, and international institutions to offer specialized CPD programs that address emerging challenges and promote global perspectives. Furthermore, YSU should explore opportunities to recognize and accredit CPD activities, providing researchers with tangible evidence of their professional growth and achievements. By offering certificates, badges, or micro-credentials for successful completion of CPD programs, the university can enhance researchers' profiles, increase their visibility, and support their career advancement opportunities. By prioritizing CPD, Yerevan State University reaffirms its commitment to fostering a vibrant research community that thrives on continuous learning, knowledge sharing, and excellence in academic pursuits. The university's efforts to strengthen the CPD framework will empower researchers, nurture their potential, and contribute to the advancement of scientific discovery, innovation, and societal impact.</p>	<p>providing researchers with tangible recognition for their professional growth. The university proposes the implementation of an accreditation system for CPD activities, whereby researchers can earn certificates or badges upon completing specific programs or demonstrating mastery in specialized areas. This recognition not only acknowledges their commitment to continuous learning but also enhances their professional profiles and career prospects. Research-Embedded CPD: YSU emphasizes the integration of CPD within the research process itself. The university proposes the inclusion of CPD components in research projects, encouraging researchers to engage in targeted CPD activities relevant to their field of study. By embedding CPD within research projects, YSU aims to foster a culture of lifelong learning and ensure that CPD efforts directly contribute to the advancement of research excellence. These initiatives and proposals demonstrate YSU's commitment to providing a comprehensive and supportive CPD framework that empowers researchers, enhances their skills and knowledge, and facilitates their career advancement. By implementing these measures, YSU seeks to create a vibrant and dynamic CPD ecosystem that cultivates continuous learning, fosters innovation, and enables researchers to excel in their respective fields.</p>

**Status**

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**39. Access to research training and continuous development**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
+/- almost but not fully i...	<p>Access to research training and continuous development at Yerevan State University (YSU) is guided by a comprehensive framework that emphasizes the role of scientific supervisors and advisors, as well as the implementation of various initiatives. Here are some specifics on the access to research training and continuous development at YSU: 1. Role of Scientific Supervisor/Advisor: The selection and responsibilities of scientific supervisors or advisors at YSU are governed by the Regulation on "Award scientific degrees in the Republic of Armenia." This regulation ensures that researchers receive guidance and mentorship from experienced professionals who play a crucial role in their research and professional progress. 2. Individual and Collective Mentoring: YSU recognizes the importance of providing mentoring support to early-stage researchers and PhD students. The university has implemented a policy of individual and collective mentoring, where informal mentors assist beginner researchers in finding relevant professional literature, acquiring necessary skills, and navigating the research landscape. This mentoring approach fosters a supportive environment for the growth and development of researchers. 3. Research Skills Development: YSU is committed to enhancing the research skills of its faculty members. The university regularly organizes trainings and courses focused on research methodologies, analytical techniques, and statistical methods. These offerings aim to equip researchers with the necessary tools and knowledge to conduct high-quality research, analyze data effectively, and contribute to the advancement of their respective fields. 4. Events for Continuous Professional Development: YSU recognizes the importance of organizing events that promote the continuous development of skills and professional abilities of researchers. The university regularly hosts events such as workshops, seminars, conferences, and panel discussions, which provide researchers with opportunities to enhance their knowledge, share their research findings, and engage in discussions with peers and experts. These events facilitate the exchange of ideas, foster collaboration, and contribute to the overall professional growth of researchers. 5. Ongoing Evaluation and Improvement: YSU is committed to continually evaluating and improving its efforts in providing access to research training and continuous development. The university values</p>	<p>YSU has implemented several initiatives and proposed new measures to strengthen access to research training and continuous development. Here are some key initiatives undertaken and new proposals at YSU: 1. Enhanced Training Programs: YSU has introduced enhanced training programs that focus on research skills, methodologies, and data analysis techniques. These programs are designed to provide researchers with the necessary knowledge and tools to excel in their respective fields. The university regularly reviews and updates these programs to ensure they align with the latest research trends and industry demands. 2. Research Methodology Workshops: YSU organizes research methodology workshops to enhance the research capabilities of its faculty members and researchers. These workshops cover various aspects of research design, data collection, analysis, and interpretation. By participating in these workshops, researchers can improve their research skills and stay updated with best practices in their disciplines. 3. Collaborative Research Projects: YSU promotes collaborative research projects that bring together researchers from different disciplines. By fostering interdisciplinary collaborations, researchers can broaden their perspectives, learn from each other's expertise, and enhance their research capabilities. YSU encourages researchers to engage in collaborative initiatives both within the university and with external research institutions. 4. Funding Opportunities: YSU provides funding opportunities to support researchers in their professional development and research endeavors. These funding schemes may include grants for attending conferences, conducting fieldwork, accessing specialized research resources, or publishing research findings. By offering financial support, YSU aims to facilitate researchers' access to training programs, workshops, and other professional development activities. 5. Mentoring Programs: YSU has established mentoring programs to provide guidance and support to early-stage researchers and PhD students. Through these programs, experienced researchers and faculty members mentor and guide junior researchers, helping them navigate the research landscape, refine their research objectives, and develop their academic and</p>

**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
	<p>feedback from researchers and takes into account their suggestions and recommendations to enhance the effectiveness and relevance of its training programs and initiatives. This iterative process ensures that YSU remains responsive to the evolving needs and aspirations of its research community. According to the survey conducted, a significant percentage of respondents (58.9%) expressed positive feedback, stating that YSU regularly organizes events aimed at the continuous development of skills and professional abilities of researchers. However, there is still room for improvement, as 25% of the respondents indicated a need for more frequent events. It is important for YSU to take these responses into consideration and further enhance its efforts in organizing a diverse range of events and training opportunities to cater to the needs of all researchers.</p>	<p>professional skills. 6. Digital Learning Resources: YSU recognizes the importance of leveraging digital technologies for continuous professional development. The university has invested in the development of online learning platforms and resources, including e-learning modules, webinars, and virtual training sessions. These digital resources enable researchers to access training materials and educational content at their convenience, promoting flexibility and lifelong learning. 7. Research Collaboration Networks: YSU actively encourages researchers to participate in national and international research collaboration networks. These networks provide researchers with opportunities to engage in joint research projects, share knowledge, and collaborate with scholars from diverse backgrounds. By fostering research collaboration networks, YSU aims to create a vibrant research ecosystem that facilitates continuous learning and innovation.</p>

**Status**

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**40. Supervision**

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## Status

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
++ fully implemented	<p>In the context of supervision at Yerevan State University (YSU), clear criteria and regulations have been established to guide the appointment of scientific supervisors. According to the regulation on "Award scientific degrees in the Republic of Armenia," individuals holding a doctorate in the relevant field or candidates permitted by the Supreme Certifying Committee (SCC) can be appointed as scientific supervisors (Regulation: <a href="https://www.bok.am/sites/default/files/inline-files/git_ast_kanonakarg_1.pdf">https://www.bok.am/sites/default/files/inline-files/git_ast_kanonakarg_1.pdf</a>). To obtain permission from the SCC, the organization's head must submit a request along with relevant documents. Each scientific supervisor at YSU is limited to supervising a maximum of 5 PhD students and external researchers simultaneously. The appointment of supervisors is based on the nature and purpose of the research program, as well as the supervisor's skills and abilities. For instance, the head of a department may also serve as the head of the department's research activities. Furthermore, the Science Committee of the RA Ministry of Education, Science, Culture, and Sport has set additional requirements for individuals aspiring to be research group leaders. According to their regulation, a candidate must possess an academic degree and have at least three years of scientific or pedagogical experience after defending their dissertation. They should have published at least 3 articles in international scientific databases (such as Web of Knowledge, Scopus) or 1 monograph with a positive review from a scientific organization or higher education institution. One monograph is considered equivalent to 3 articles published in peer-reviewed journals (Regulation: <a href="http://scs.am/files/hrman-1732a-2-26.12.2018.pdf?fbclid=IwAR0SVxZvHRqbT4wh1CS_mwAWFSTzpAKH_ihMFrrSXllyniRxBJgYJt_Jg0w">http://scs.am/files/hrman-1732a-2-26.12.2018.pdf?fbclid=IwAR0SVxZvHRqbT4wh1CS_mwAWFSTzpAKH_ihMFrrSXllyniRxBJgYJt_Jg0w</a>, point 2.3). According to the survey conducted, a significant majority of 78.6% of respondents expressed confidence in the clarity and professionalism of the criteria for scientific supervisors. They believe that these criteria are based on the supervisors' professional skills, knowledge, experience, as well as their commitment to supporting and promoting the progress of their researchers while providing valuable feedback. However, it is worth noting that 10.7% of the respondents answered "More no than yes," indicating some concerns regarding the clarity of the criteria. Additionally, 8.9% of the respondents found it difficult to provide a clear response. The establishment of defined criteria and regulations for scientific supervisors at YSU is essential for ensuring the quality and effectiveness of the supervisory process. It fosters a supportive and constructive research environment where supervisors can provide valuable guidance and feedback to researchers, enabling their professional growth and development.</p>	<p>YSU has undertaken several initiatives and proposals to enhance the effectiveness of supervision and support the professional development of researchers. These initiatives aim to foster a dynamic and supportive research environment, ensuring that supervisors have the necessary tools and resources to guide and mentor their researchers effectively. Here are some notable initiatives: 1. Training and Development Programs: YSU recognizes the importance of continuous professional development for supervisors. The university organizes regular training programs, workshops, and seminars to enhance the supervisory skills and knowledge of research methodology. These programs</p>

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Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
		<p>provide supervisors with the latest insights and best practices in mentoring and research guidance, enabling them to better support their researchers. 2. Mentorship Programs: YSU is committed to fostering a culture of mentorship. The university has established formal and informal mentorship programs where experienced researchers and supervisors mentor early-stage researchers and PhD students. These mentorship programs facilitate knowledge sharing, provide guidance on research methodology and academic writing, and assist in developing essential research skills. 3. Research Support Services: YSU has implemented research support services to assist both supervisors and researchers. These services include access to</p>

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Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
		<p>research resources, library facilities, data analysis tools, and technical support. By providing comprehensive support, YSU aims to facilitate high-quality research and ensure the success of research projects.</p> <p>4. Collaboration Opportunities: YSU actively encourages collaboration among researchers and supervisors. The university promotes interdisciplinary research and facilitates networking opportunities within and outside the institution. Collaborative research projects and partnerships with other academic institutions and industry professionals offer researchers valuable exposure, enhance their research skills, and broaden their perspectives.</p> <p>5. Performance Evaluation and Feedback: YSU</p>

**Status**

Implementation	GAP / Implementation impediments	Initiatives undertaken/new proposals
		<p>has established a robust performance evaluation system to assess the effectiveness of supervisors and provide feedback. Regular evaluations help identify areas for improvement and ensure that supervisors are meeting their responsibilities effectively. Constructive feedback from researchers and peer evaluations contribute to the continuous improvement of supervision practices. These initiatives and proposals demonstrate YSU's commitment to promoting effective supervision and continuous professional development. By providing supervisors with training, resources, and support, YSU aims to create an environment where researchers can thrive, develop their skills, and make significant contributions to</p>

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**Implementation**

**GAP / Implementation impediments**

**Initiatives  
undertaken/new  
proposals**

their respective  
fields of study.